U.S. DEPT OF
DEFENSE

Defense Organizational Climate Survey (DEOCS) v. 5.0
Executive Report

Registration: Harris 03.23.2021

Unit/Organization: HEADQUARTERS AND HEADQUARTERS SQUADRON

Unit/Organization Leader:

Survey Dates: 03/30/2021 - 04/27/2021

Overview

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The Defense Organizational Climate Survey (DEOCS) provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this report. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.

Additional methods, such as focus groups, observations, and reviews of records can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.

In order to protect an individual's confidentiality, results are only reported if there are five or more responses to a question or set of questions; in addition, results are only reported for demographic groups if five or more individuals in a group responded to the question. For example, if only four women responded to a question, results will not be reported for women or men.

Only respondents who completed at least half of the DEOCS questions are included in this report; incomplete surveys where fewer than half of the questions were answered are not included. All percentages displayed are out of the total number responding to a question or set of questions; missing responses are excluded from the calculations. Comments and responses to custom short answer questions (or SAQs) are not included in this report, but are in a separate report available in the dashboard for surveys with at least 16 respondents.

The Quick Links tab in the dashboard also contains informational documents that may help as you view your results, including how factors are calculated and how results are interpreted.

Finally, the text displayed in this report reflects the military and civilian versions of the DEOCS 5.0. It does not match what cadets and midshipmen from the Military Service Academies saw when they completed their DEOCS. Refer to the Quick Links tab in the DEOCS dashboard for a document that compares the dashboard and report text to what cadets and midshipmen saw when completing the survey.

Making Climate Assessment Results Work for Your Organization

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

Assessment to Solutions

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home.

Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.

Contact Information

The DEOCS HelpDesk is available to assist you and can be reached at:

- deocs@datarecognitioncorp.com
- 1-833-867-5674

Response Rates

Group	Response Rate	Total Registered	Total Surveys Returned	Total Incomplete Surveys
Overall Unit	38%	486	187	19

Note: The total number registered is based on the number of people listed in the roster provided by the survey administrator at time of registration. Response rates may be above 100% if more people returned a survey than the total number included in the roster.
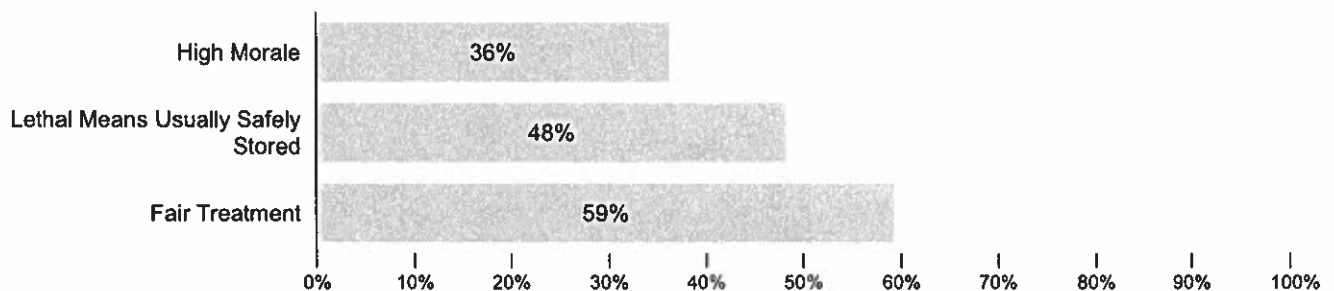
Top 3 – Protective Factors With the Highest Favorability Ratings

Your highest-scoring protective factors are below; you are doing well in these areas. Higher scores for these factors are linked to more positive outcomes.
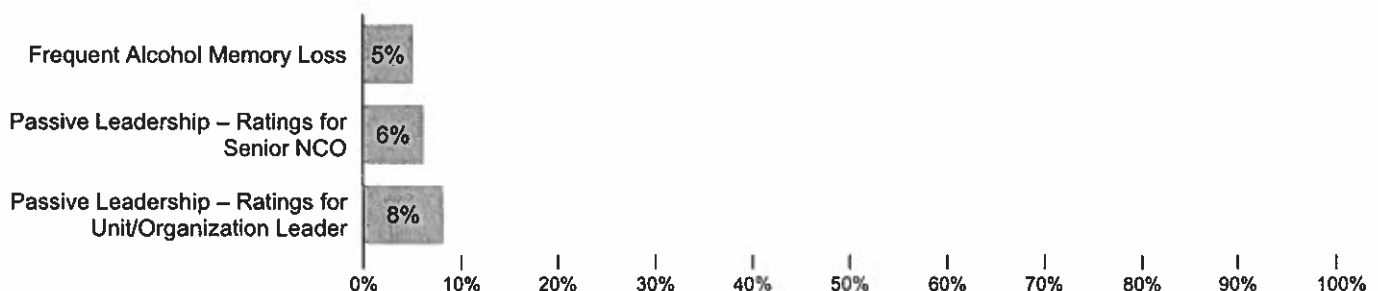
Factor	Rating
Supportive Leadership – Ratings for All Immediate Supervisors	81%
Transformational Leadership – Ratings for Senior NCO	78%
Cohesive Organization	69%
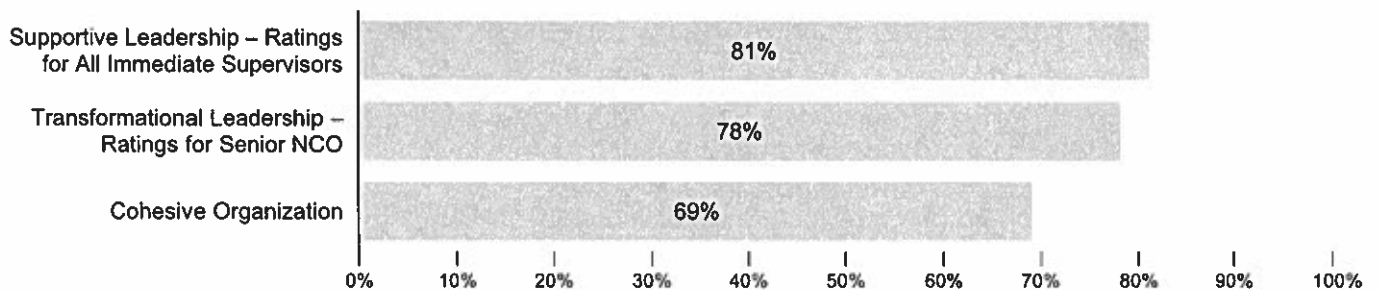
Bottom 3 – Protective Factors With the Lowest Favorability Ratings

Your lowest-scoring protective factors are below; improvement can be made to these areas. Lower scores for these factors are linked to more negative outcomes.
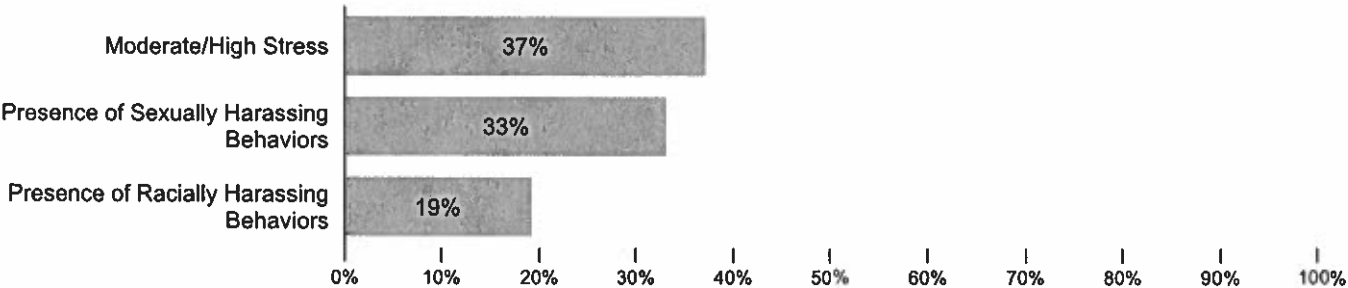
Factor	Rating
High Morale	36%
Lethal Means Usually Safely Stored	48%
Fair Treatment	59%

Top 3 – Risk Factors With the Lowest Unfavorability Ratings

Your lowest-scoring risk factors are below; you are doing well in these areas. Lower scores for these factors are linked to more positive outcomes.

Factor	Rating
Frequent Alcohol Memory Loss	5%
Passive Leadership – Ratings for Senior NCO	6%
Passive Leadership – Ratings for Unit/Organization Leader	8%

Bottom 3 – Risk Factors With the Highest Unfavorability Ratings for Overall Unit

Your highest-scoring risk factors are below; improvement can be made to these areas. Higher scores for these factors are linked to more negative outcomes.

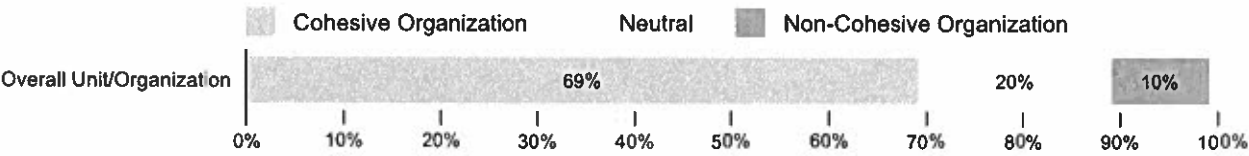| Risk Factor	Percentage
Moderate/High Stress	37%
Presence of Sexually Harassing Behaviors	33%
Presence of Racially Harassing Behaviors	19%

PROTECTIVE FACTORS

These factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher favorable scores on protective factors are linked to a higher likelihood of positive outcomes, such as improved performance or readiness and higher retention and are also linked to a lower likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault. This section shows overall unit/organization and subgroup results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority) for the overall unit/organization.

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the favorable ratings by various demographic categories.
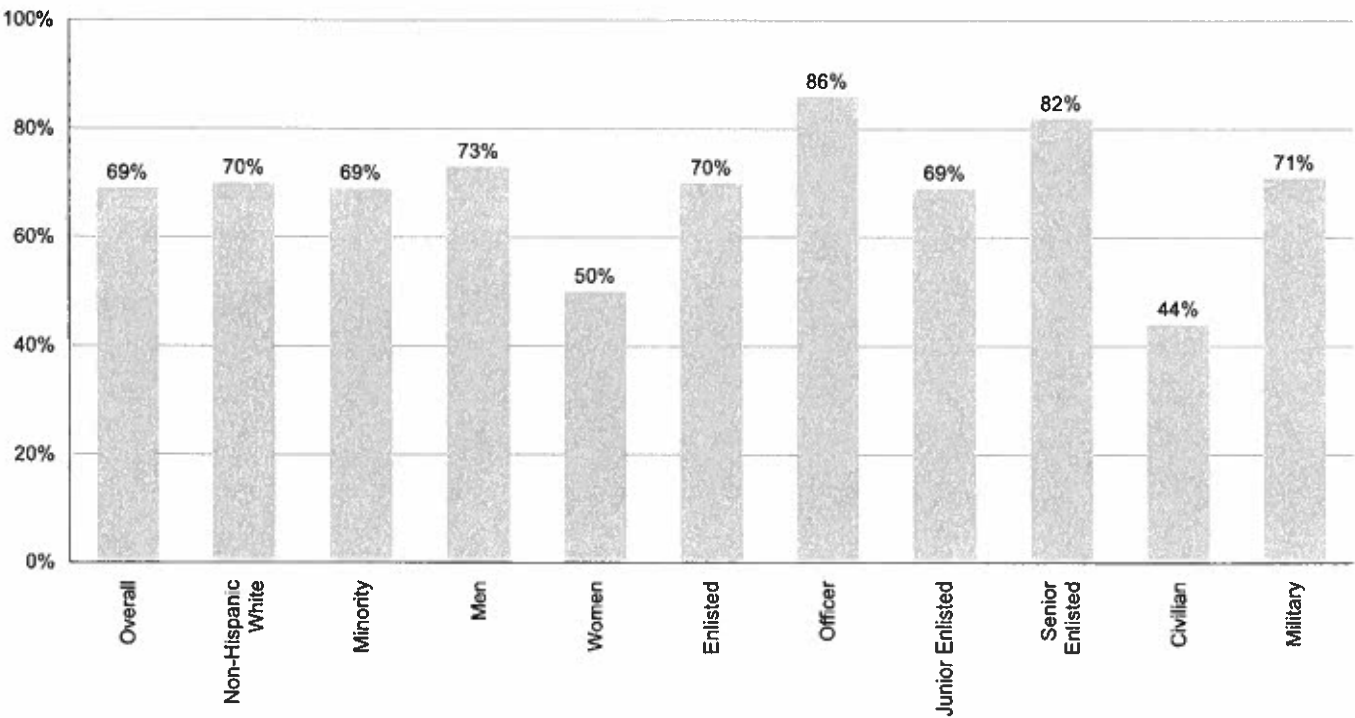
Cohesion

Cohesion assesses whether individuals in a workplace care about each other, share the same goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.
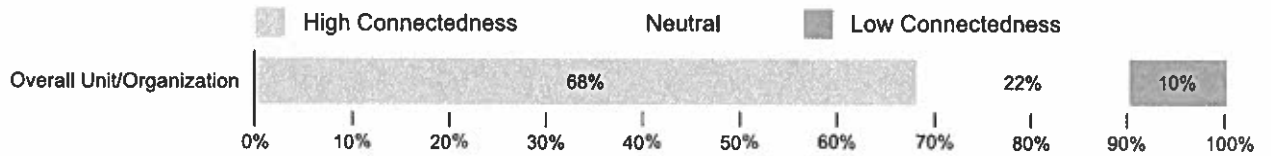
	Cohesive Organization	Neutral	Non-Cohesive Organization

Overall Unit/Organization: 69% | 20% | 10%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Cohesive Organization by Demographic Category

This graph displays the percentage of responses that indicated the organization is cohesive.

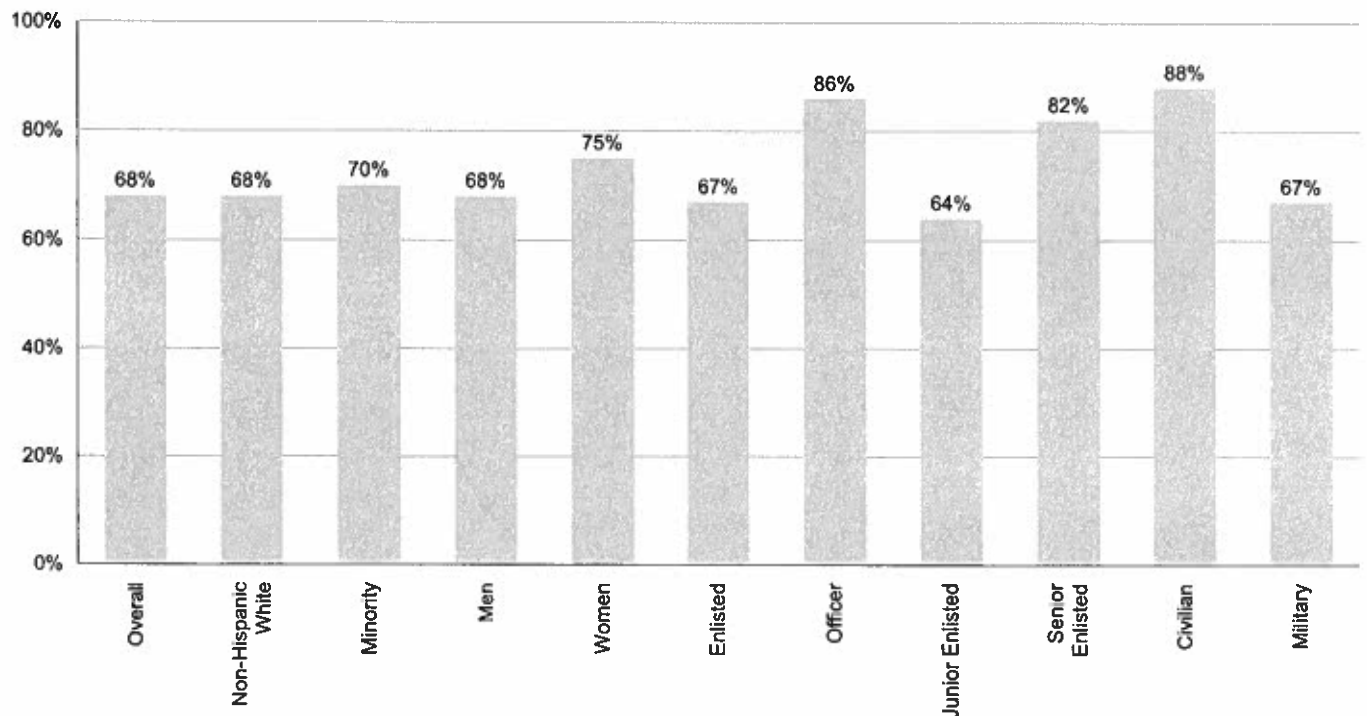| Category	Percentage
Overall	69%
Non-Hispanic White	70%
Minority	69%
Men	73%
Women	50%
Enlisted	70%
Officer	86%
Junior Enlisted	69%
Senior Enlisted	82%
Civilian	44%
Military	71%

Connectedness

Connectedness measures perceptions of closeness to a group and satisfaction with one's relationship to others in the group. Higher connectedness is linked to a lower likelihood of suicidal ideation.
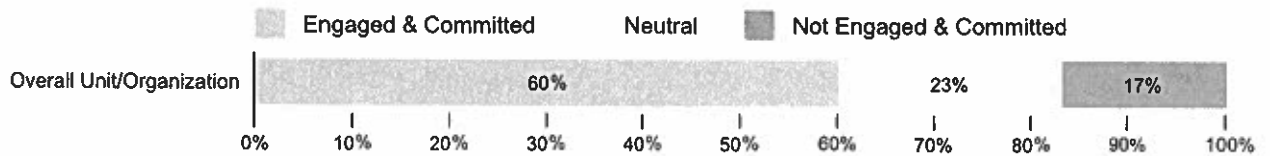
High Connectedness	Neutral	Low Connectedness

Overall Unit/Organization: 68% | 22% | 10%

(Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

High Connectedness by Demographic Category

This graph displays the percentage of responses that indicated high connectedness.

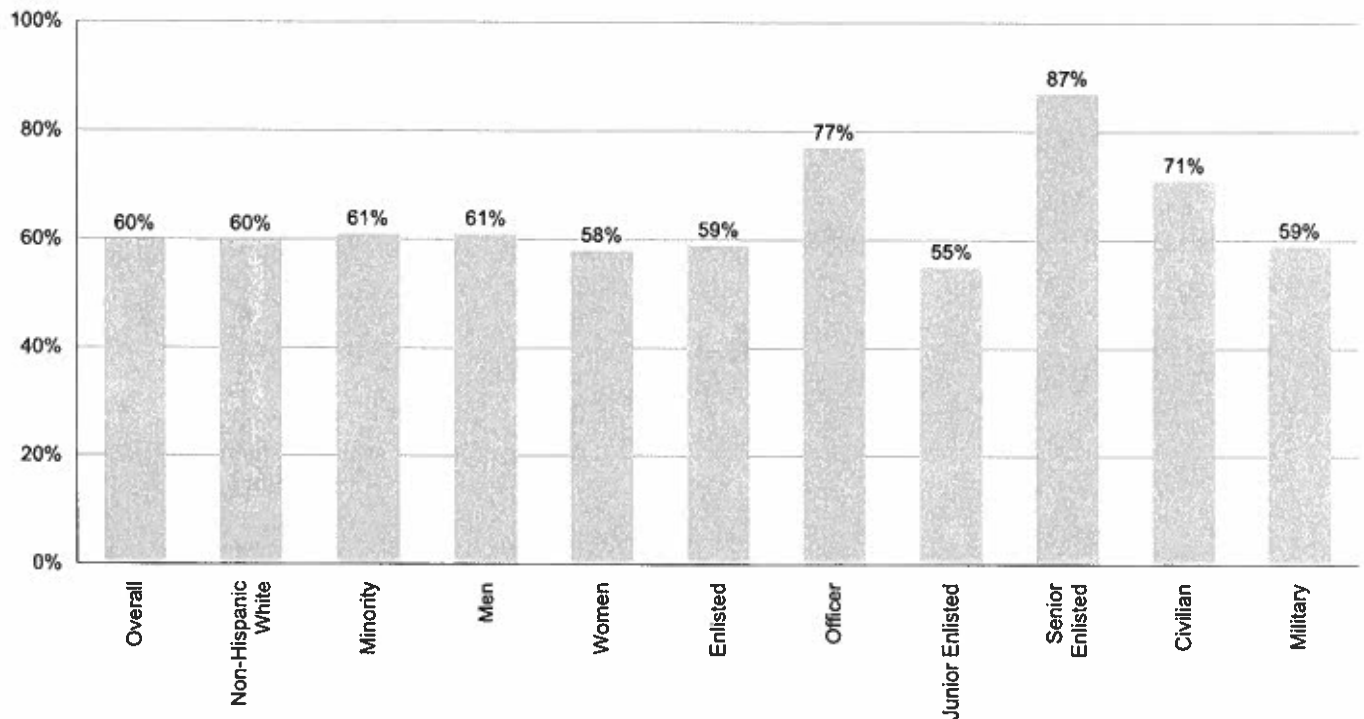| Category	Percentage
Overall	68%
Non-Hispanic White	68%
Minority	70%
Men	68%
Women	75%
Enlisted	67%
Officer	86%
Junior Enlisted	64%
Senior Enlisted	82%
Civilian	88%
Military	67%

Engagement & Commitment

This factor measures one's vigor, dedication, and absorption in work and commitment to the job and organization. Higher levels of engagement and commitment are linked to higher levels of readiness, performance, and retention, and a lower likelihood of suicide.

Engaged & Committed Neutral Not Engaged & Committed

	Engaged & Committed	Neutral	Not Engaged & Committed
Overall Unit/Organization	60%	23%	17%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Engaged & Committed by Demographic Category

This graph displays the percentage of responses that indicated engagement and commitment to the organization.

Category	Percentage
Overall	60%
Non-Hispanic White	60%
Minority	61%
Men	61%
Women	58%
Enlisted	59%
Officer	77%
Junior Enlisted	55%
Senior Enlisted	87%
Civilian	71%
Military	59%

Fairness

Fairness is the perception that organizational policies, practices, and procedures, both formal and informal, regarding information sharing, job opportunities, promotions, and discipline are based on merit, inclusion, equality, and respect. Fair organizations are linked to higher retention and lower levels of racial and ethnic discrimination.
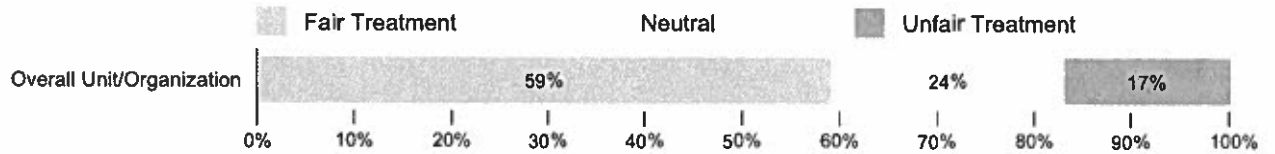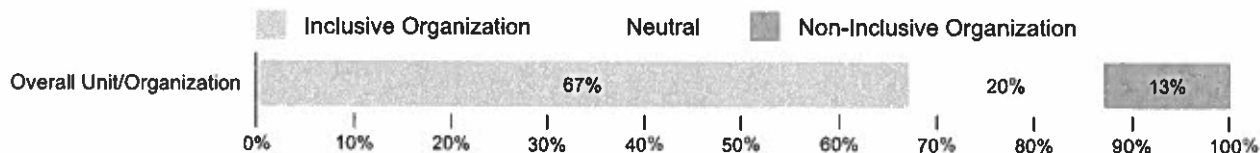

Fair Treatment by Demographic Category

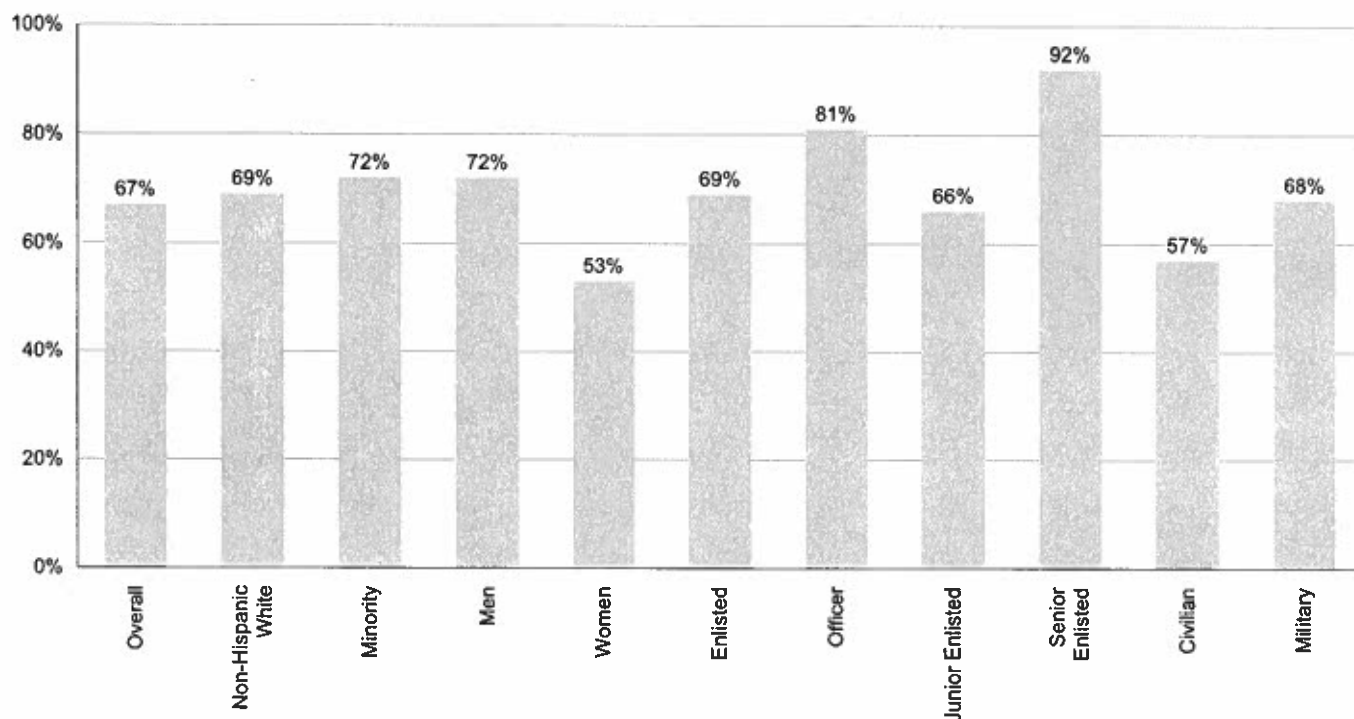This graph displays the percentage of responses that indicated fair treatment in the organization.
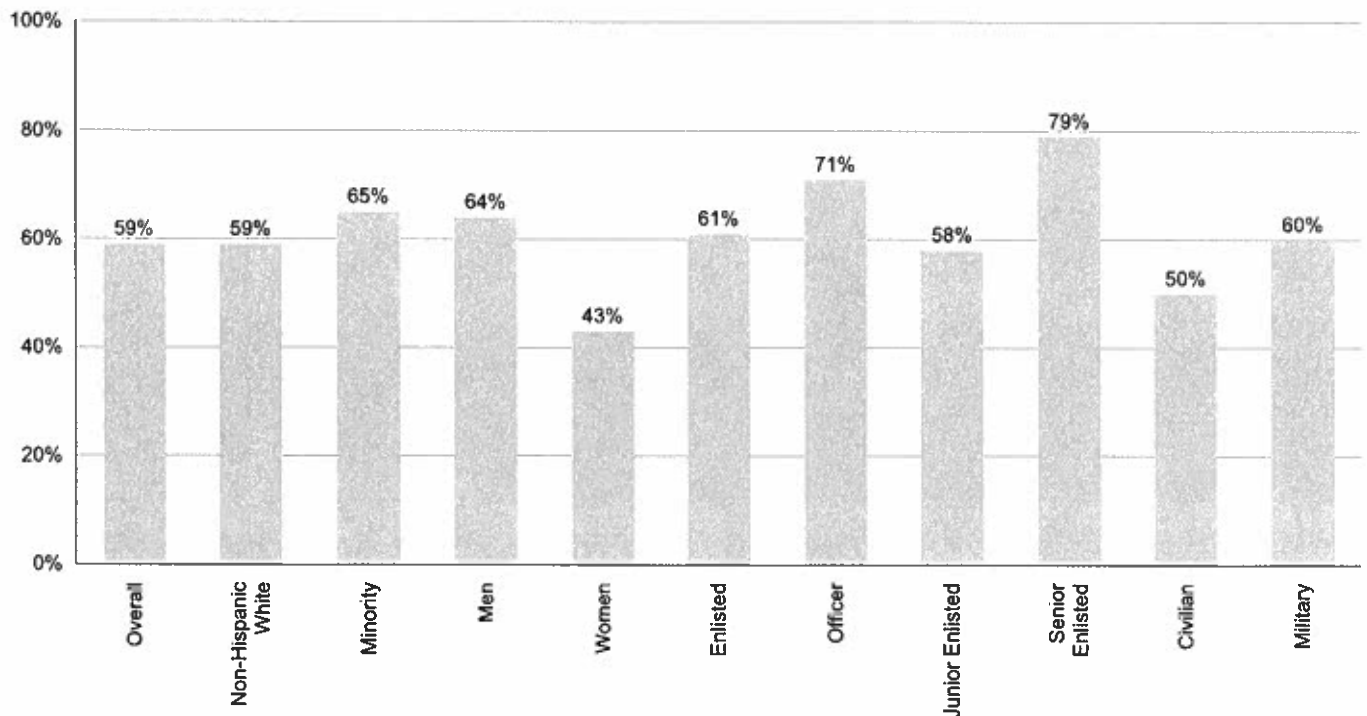
Inclusion

Inclusion indicates whether organization members feel valued and respected by their peers and leadership, and if they feel involved in decision-making and information-sharing. Inclusive organizations are linked to lower rates of discrimination and higher readiness.

	Inclusive Organization	Neutral	Non-Inclusive Organization

Overall Unit/Organization: 67% | 20% | 13%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Inclusive Organization by Demographic Category

This graph displays the percentage of responses that indicated the organization is inclusive.

| Category	Percentage
Overall	67%
Non-Hispanic White	69%
Minority	72%
Men	72%
Women	53%
Enlisted	69%
Officer	81%
Junior Enlisted	66%
Senior Enlisted	92%
Civilian	57%
Military	68%

Morale

Morale measures whether organizations or units complete tasks with enthusiasm and confidence in the mission. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.
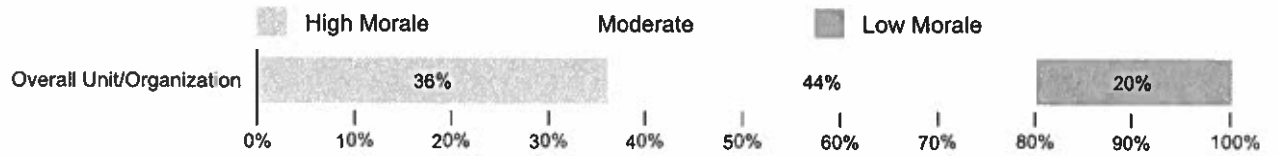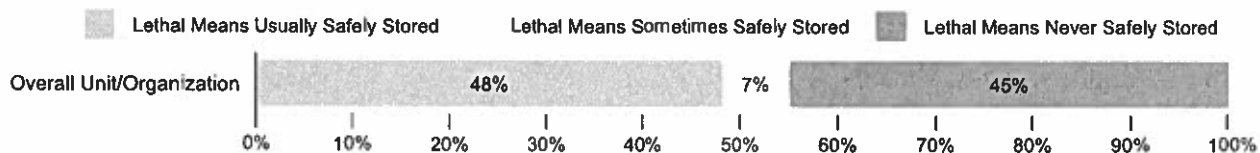

High Morale by Demographic Category

This graph displays the percentage of responses that indicated high morale in the organization.
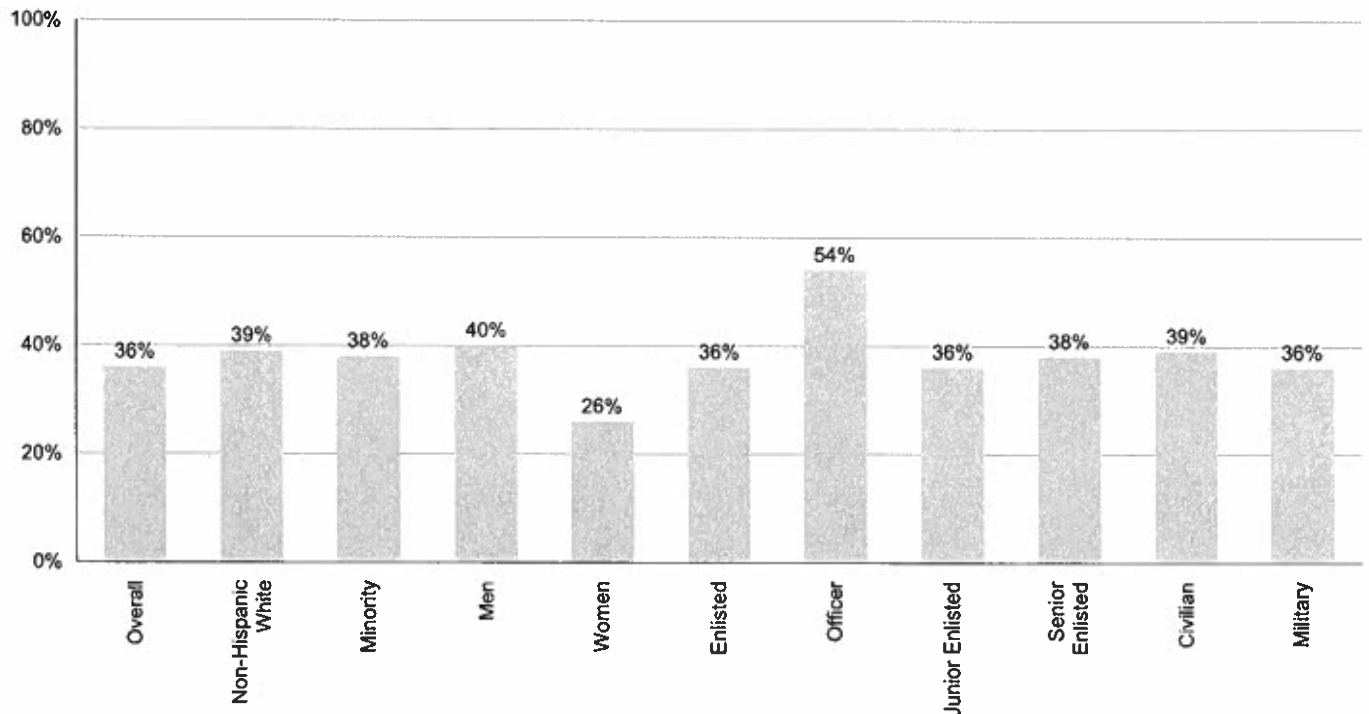
Safe Storage for Lethal Means

Safe storage for lethal means measures how often one keeps objects that can be used to hurt themselves or others, such as firearms and medication, safely stored in their living space. Keeping lethal means safely stored more often is linked to a lower likelihood of suicide.

Safe Storage for Lethal Means by Demographic Category

This graph displays the percentage who reported lethal means are usually safely stored.
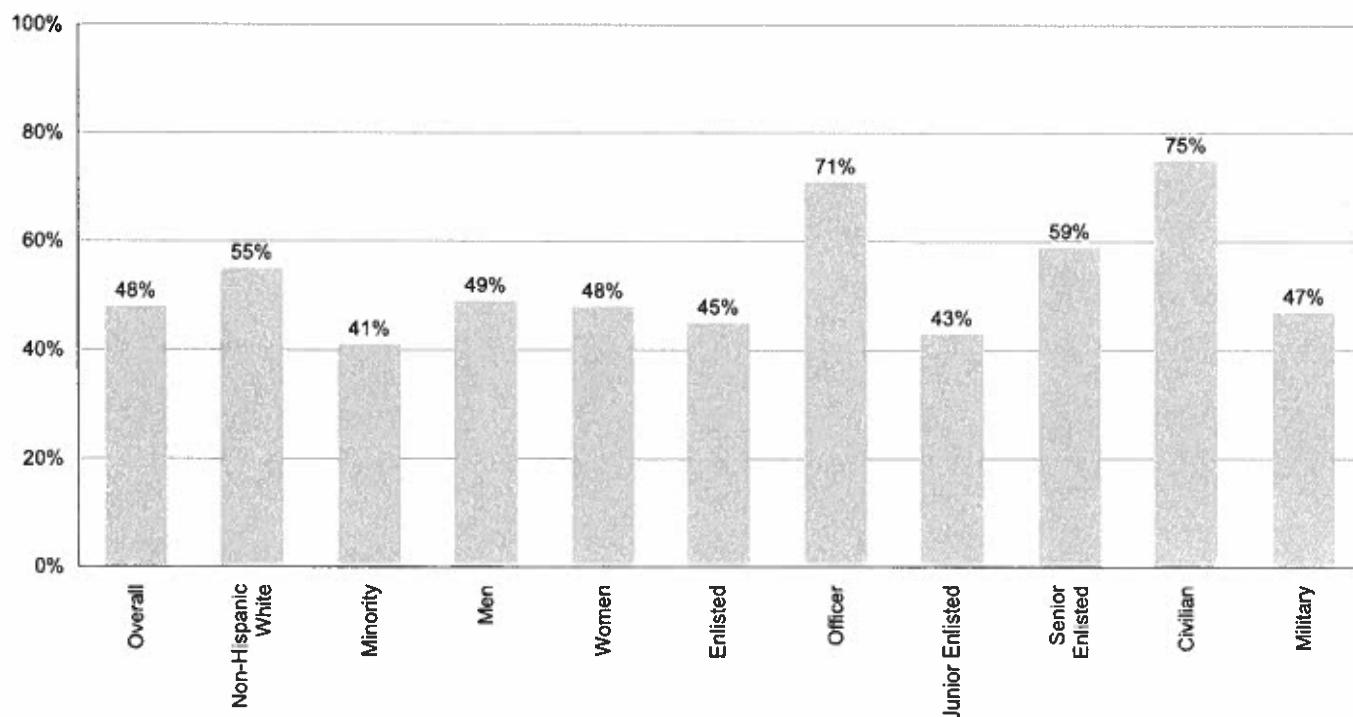
Work-Life Balance

This factor measures one's perception that the demands of their work and personal life are compatible. A work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicidal ideation.
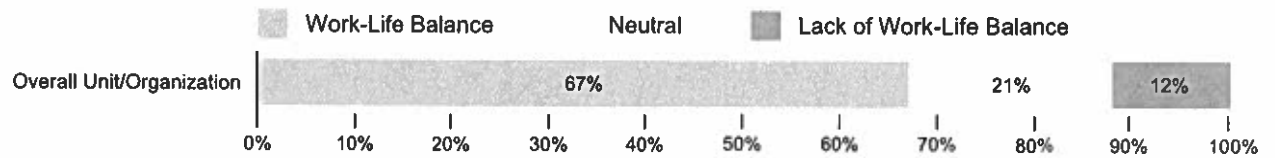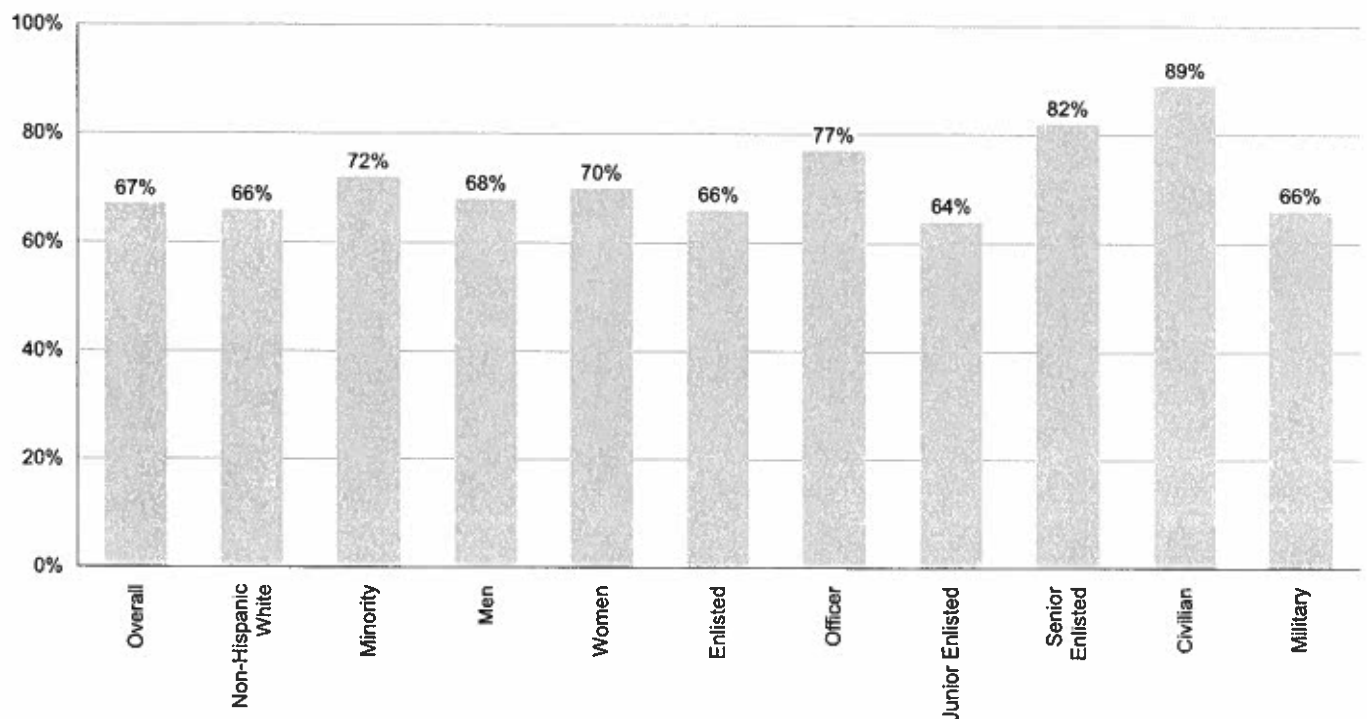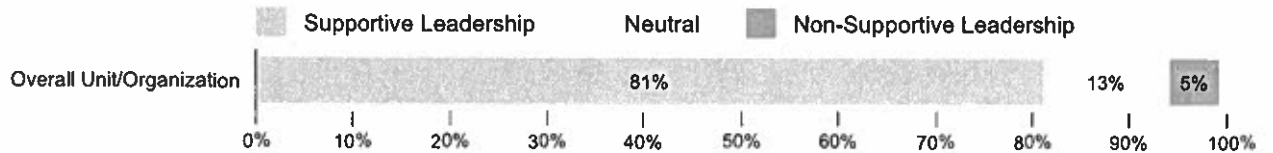

Work-Life Balance by Demographic Category

This graph displays the percentage who reported having a work-life balance.

Leadership Support – Ratings for All Immediate Supervisors

Leadership support is the perception of support for individual goals (including career goals), perceptions about leadership communication, and trust in leadership. Organizations with supportive leaders are linked to improved readiness, higher retention, and a lower likelihood of suicidal ideation.

	Supportive Leadership	Neutral	Non-Supportive Leadership

Overall Unit/Organization: 81% | 13% | 5%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Supportive Leadership – Ratings for All Immediate Supervisors by Demographic Category

This graph displays the percentage of responses that indicated the immediate supervisor is a supportive leader.

Category	Percentage
Overall	81%
Non-Hispanic White	80%
Minority	83%
Men	83%
Women	78%
Enlisted	81%
Officer	85%
Junior Enlisted	80%
Senior Enlisted	93%
Civilian	84%
Military	81%
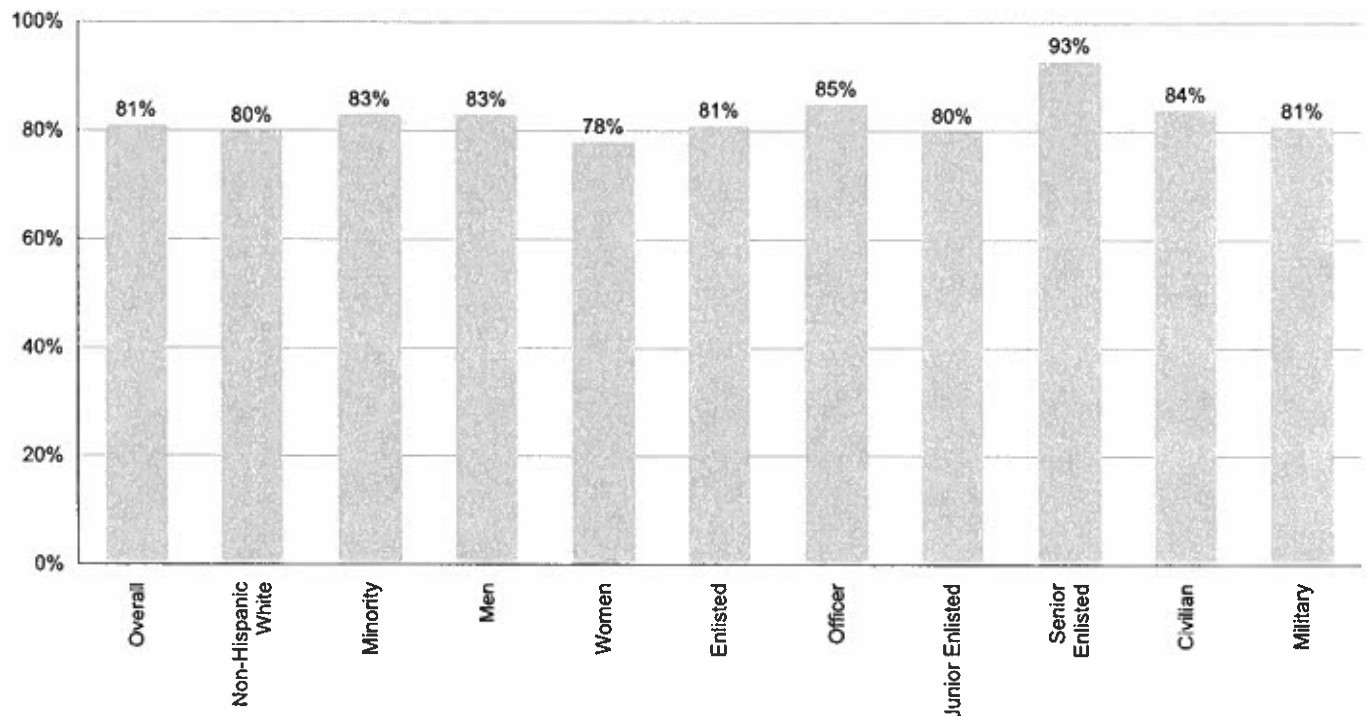
Leadership Support -- Ratings by Paygrade of Immediate Supervisor

This graph displays supportive and non-supportive leadership ratings by paygrade of immediate supervisor for the overall unit/organization.

Legend: Supportive Leadership | Neutral | Non-Supportive Leadership

Supervisor Category	Supportive Leadership	Neutral	Non-Supportive Leadership
Enlisted Supervisors	84%	13%	3%
Mid-Level/Sr. NCO Supervisors	76%	11%	13%
Jr. Officer Supervisors	84%	9%	7%
Field/Mid-grade Officer Supervisors	88%	2%	10%
Warrant Officer Supervisors	83%	12%	5%
GS-12-and Below Supervisors	92%	8%	

Transformational Leadership – Ratings for Unit/Organization Leader

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals' unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.
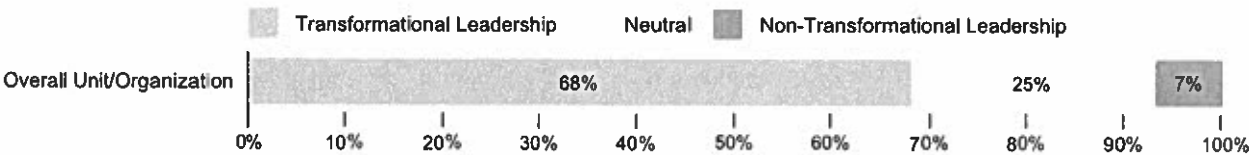
Transformational Leadership - Ratings for Unit/Organization Leader by Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a transformational leader.
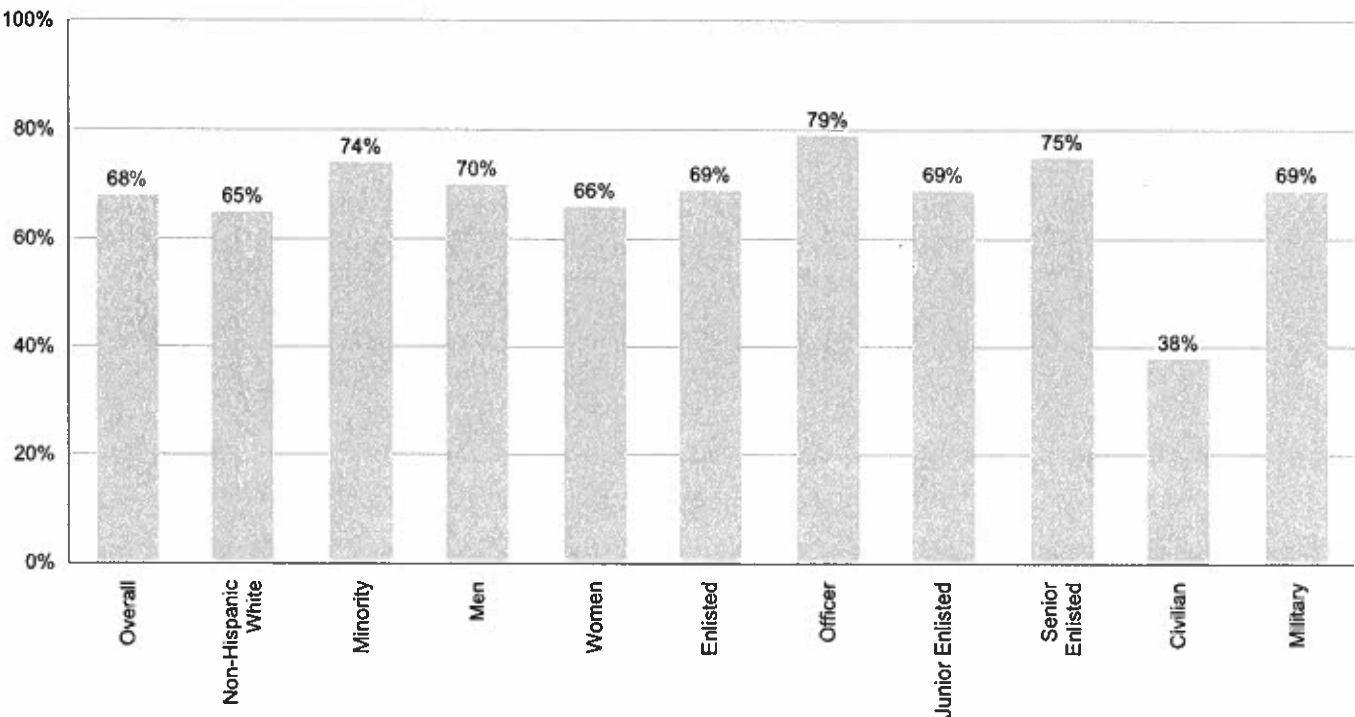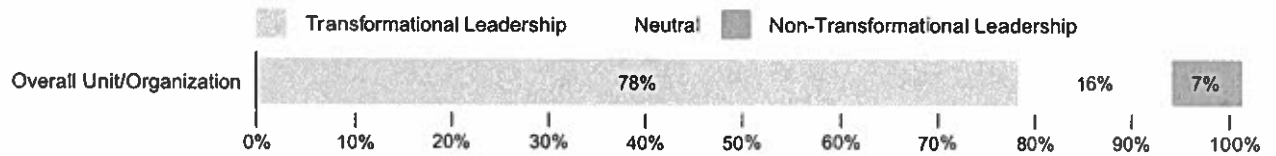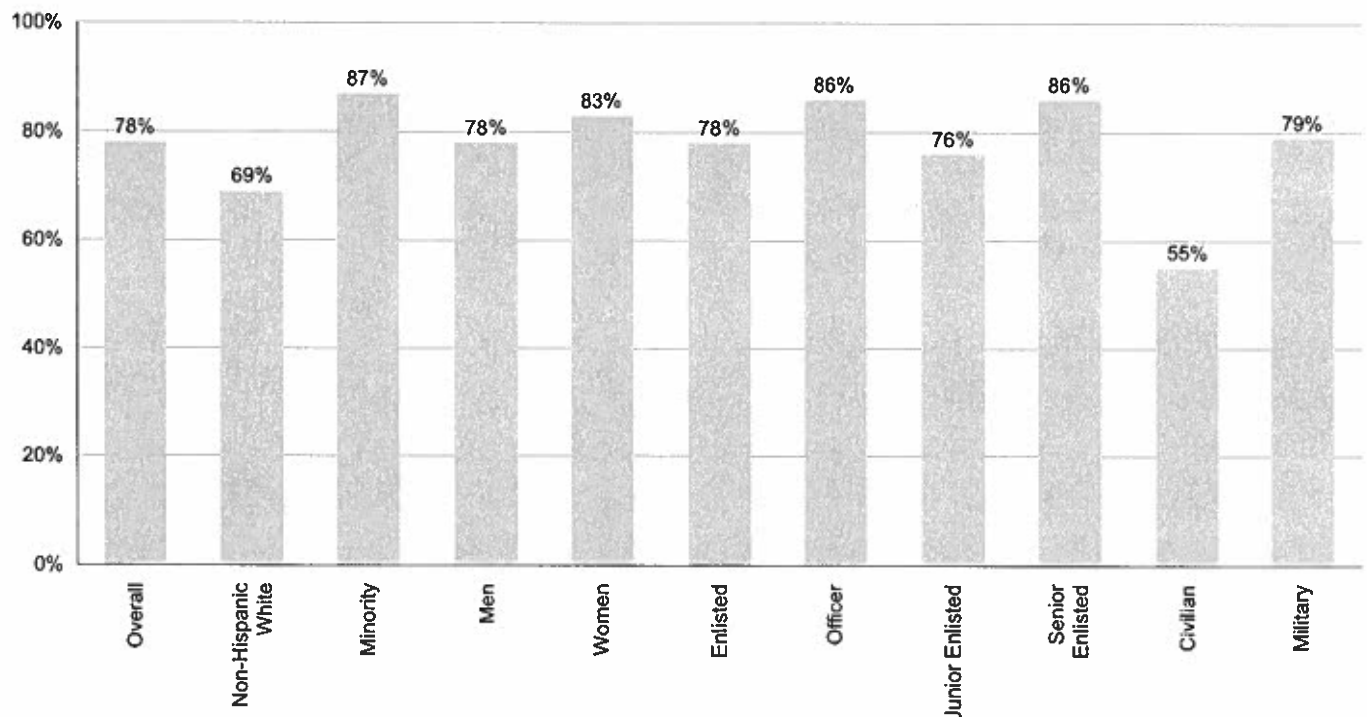
Transformational Leadership – Ratings for Senior NCO

This style of leadership is one where leaders inspire staff by providing motivation and meaning to their work, giving attention to individuals' unique needs, and directing their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores.

	Transformational Leadership	Neutral	Non-Transformational Leadership

Overall Unit/Organization: 78% | 16% | 7%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Transformational Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a transformational leader.

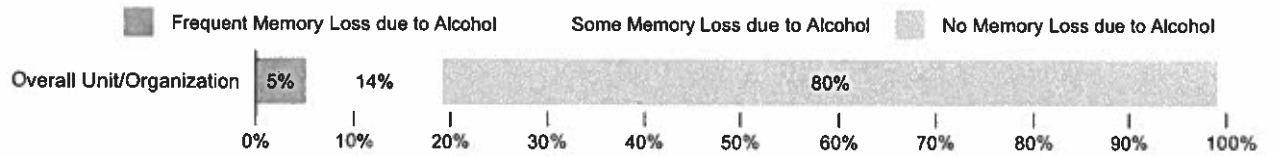| Category	Percentage
Overall	78%
Non-Hispanic White	69%
Minority	87%
Men	78%
Women	83%
Enlisted	78%
Officer	86%
Junior Enlisted	76%
Senior Enlisted	86%
Civilian	55%
Military	79%

RISK FACTORS

These factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher unfavorable scores on risk factors are linked to a higher likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault and are also linked to a lower likelihood of positive outcomes, such as higher performance, readiness, and retention. This section shows overall unit/organization and subgroup results, as well as breakouts by demographic categories (e.g., men and women, non-Hispanic White and minority) for the overall unit/organization.

The stacked bar graphs in this section show the favorable (green), neutral (yellow), and unfavorable (red) ratings for each factor. The bar graphs show only the unfavorable ratings by various demographic categories.
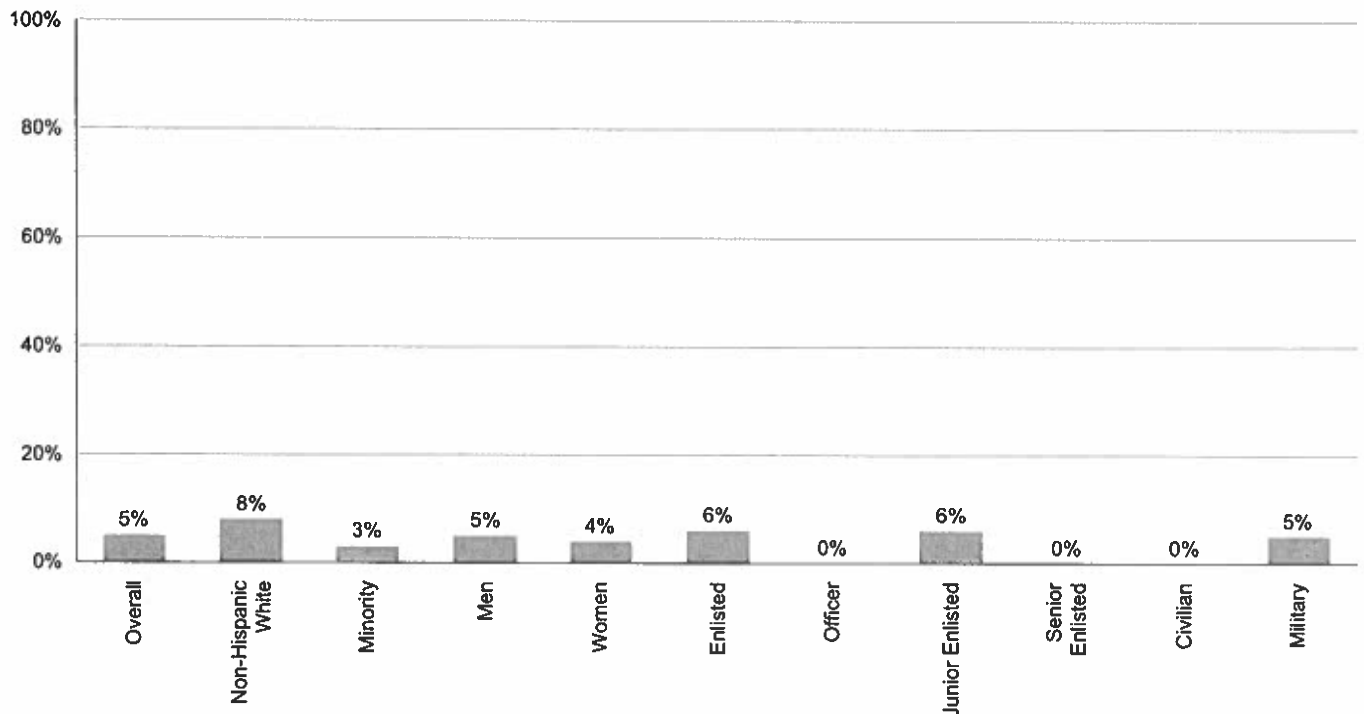
Alcohol Impairing Memory

Alcohol impairing memory measures how often, during the last 12 months, one was unable to remember what happened the night before due to drinking alcohol. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual assault and suicide.

	Frequent Memory Loss due to Alcohol	Some Memory Loss due to Alcohol	No Memory Loss due to Alcohol

Overall Unit/Organization: 5% | 14% | 80%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Frequent Alcohol Memory Loss by Demographic Category

This graph displays the percentage who reported frequent memory loss during the past 12 months due to alcohol consumption.

- Overall: 5%
- Non-Hispanic White: 8%
- Minority: 3%
- Men: 5%
- Women: 4%
- Enlisted: 6%
- Officer: 0%
- Junior Enlisted: 6%
- Senior Enlisted: 0%
- Civilian: 0%
- Military: 5%

Binge Drinking

Binge drinking measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) on one occasion. Frequent binge drinking is linked to a higher likelihood of sexual assault and suicide.
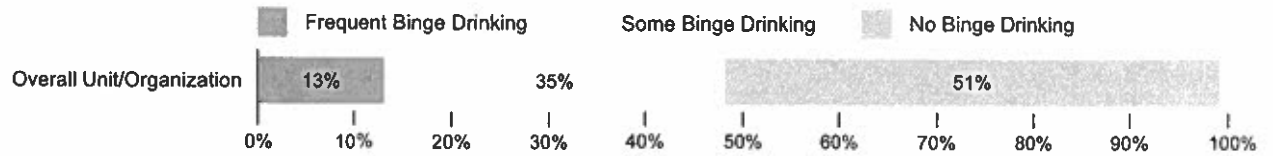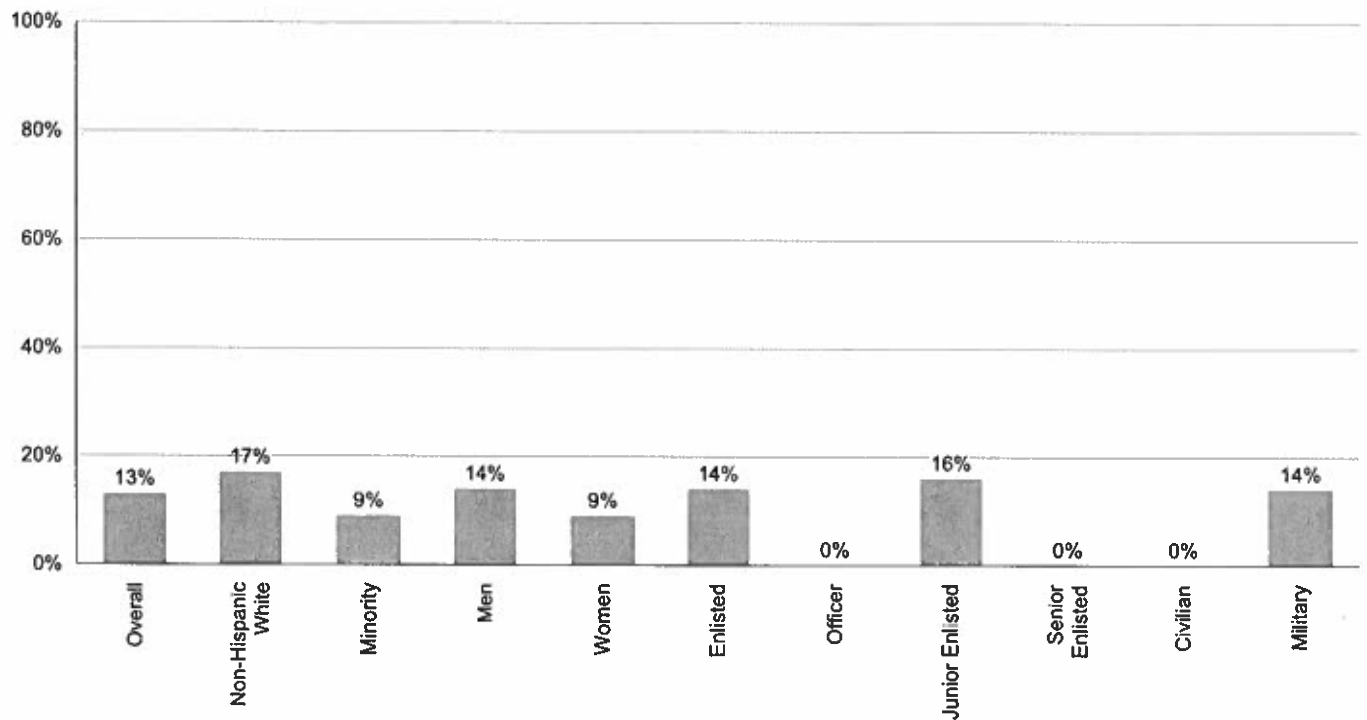

Frequent Binge Drinking by Demographic Category

This graph displays the percentage who reported frequent binge drinking.

Stress

Stress measures the feeling of emotional strain or pressure. Higher levels of stress are linked to higher likelihood of suicide and suicidal ideation, and lower levels of readiness and retention.

	Moderate/High Stress	Low Stress
Overall Unit/Organization	37%	63%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
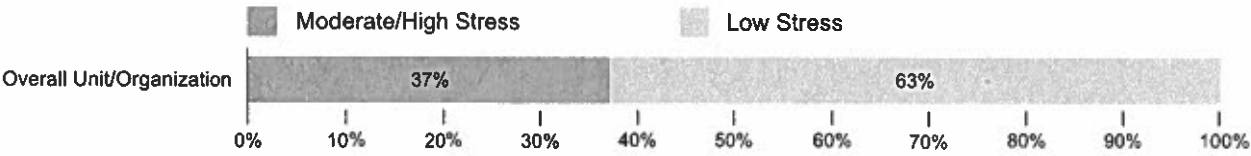
Moderate/High Stress by Demographic Category

This graph displays the percentage of responses that indicated moderate or high stress.
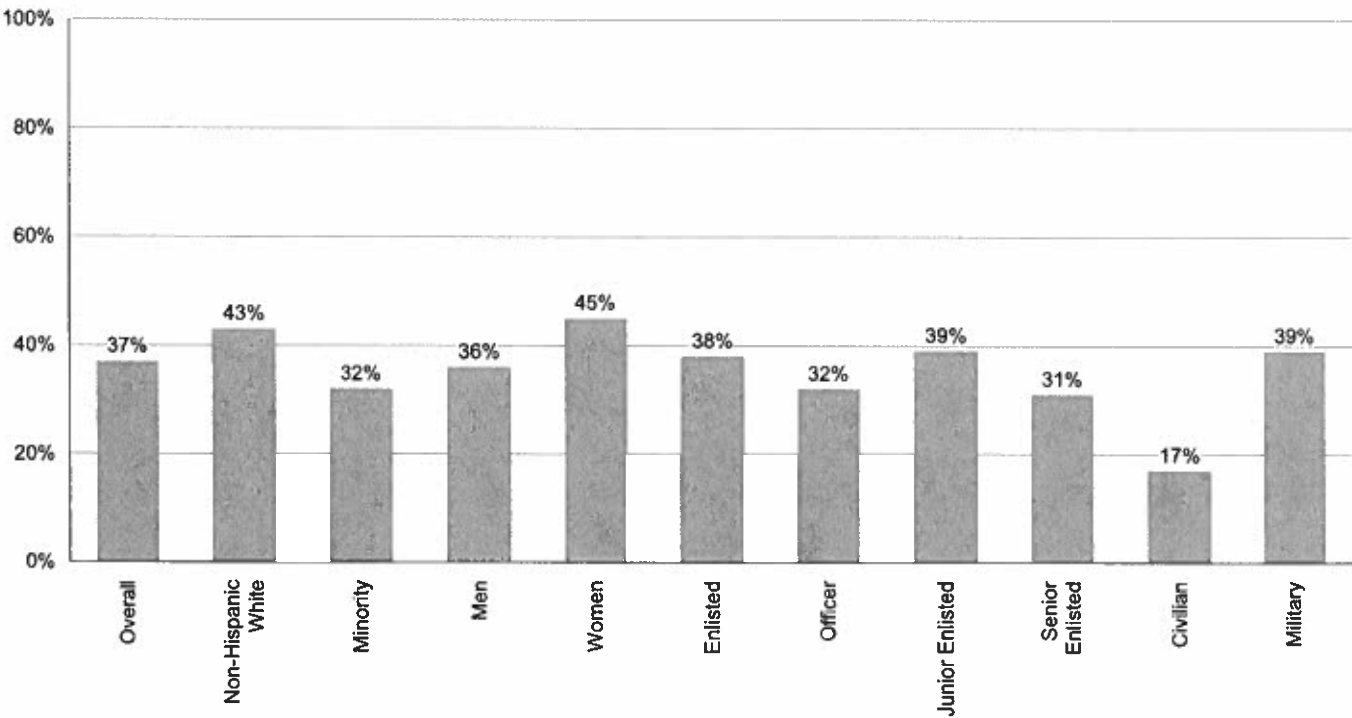
Category	Moderate/High Stress
Overall	37%
Non-Hispanic White	43%
Minority	32%
Men	36%
Women	45%
Enlisted	38%
Officer	32%
Junior Enlisted	39%
Senior Enlisted	31%
Civilian	17%
Military	39%

Passive Leadership - Ratings for Unit/Organization Leader

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.
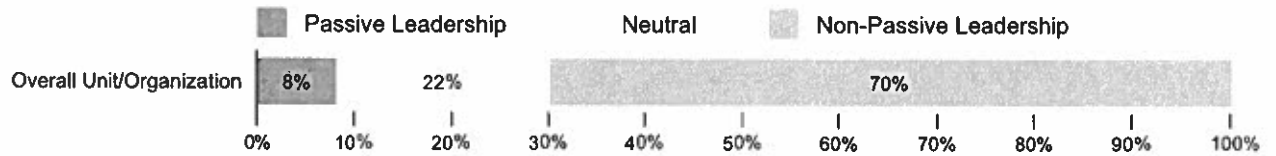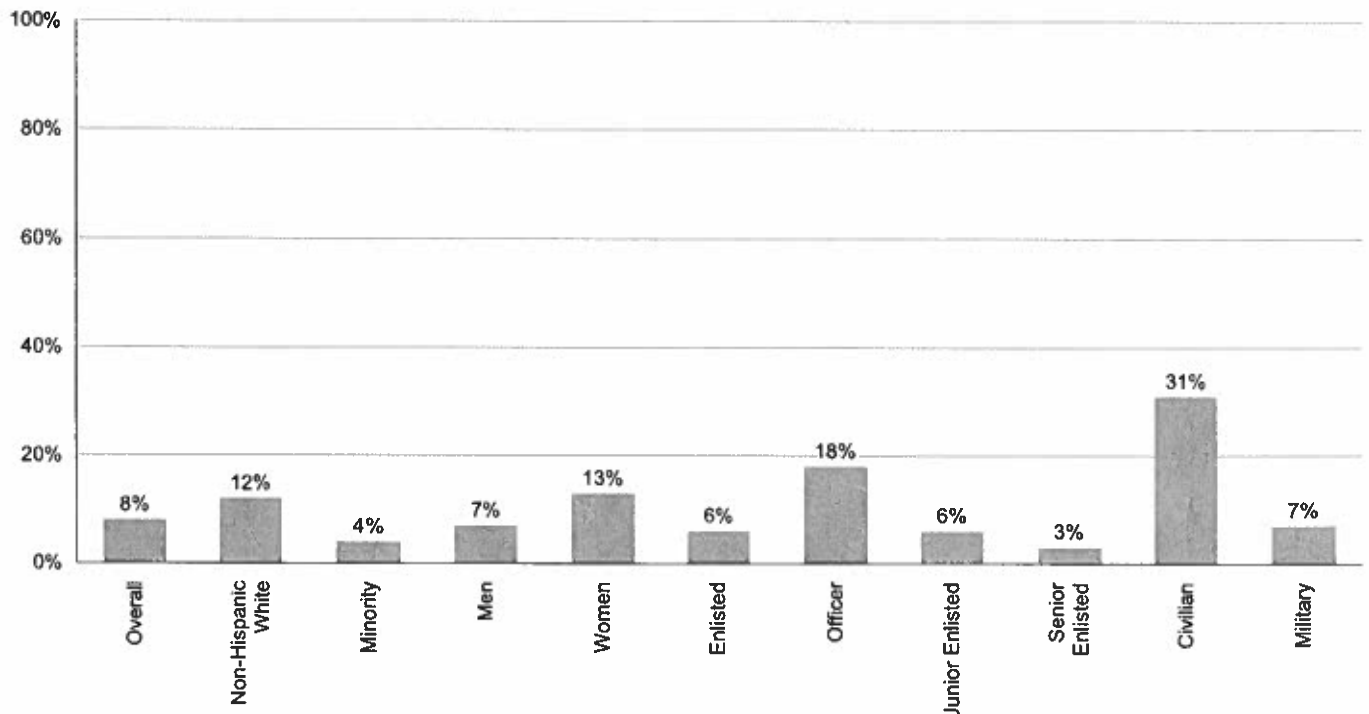
	Passive Leadership	Neutral	Non-Passive Leadership

Overall Unit/Organization: Passive Leadership 8%, Neutral 22%, Non-Passive Leadership 70%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Passive Leadership - Ratings for Unit/Organization Leader Demographic Category

This graph displays the percentage of responses that indicated the unit/organization leader is a passive leader.

Category	Percentage
Overall	8%
Non-Hispanic White	12%
Minority	4%
Men	7%
Women	13%
Enlisted	6%
Officer	18%
Junior Enlisted	6%
Senior Enlisted	3%
Civilian	31%
Military	7%

Passive Leadership - Ratings for Senior NCO

This style of leadership involves avoiding and neglecting mistakes or problems until they can no longer be ignored. Organizations with passive leaders are linked to lower levels of readiness and a higher likelihood of sexual harassment.
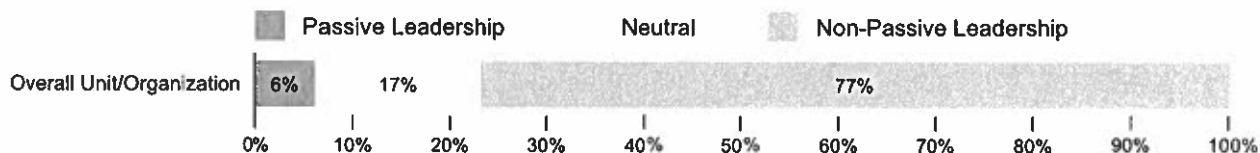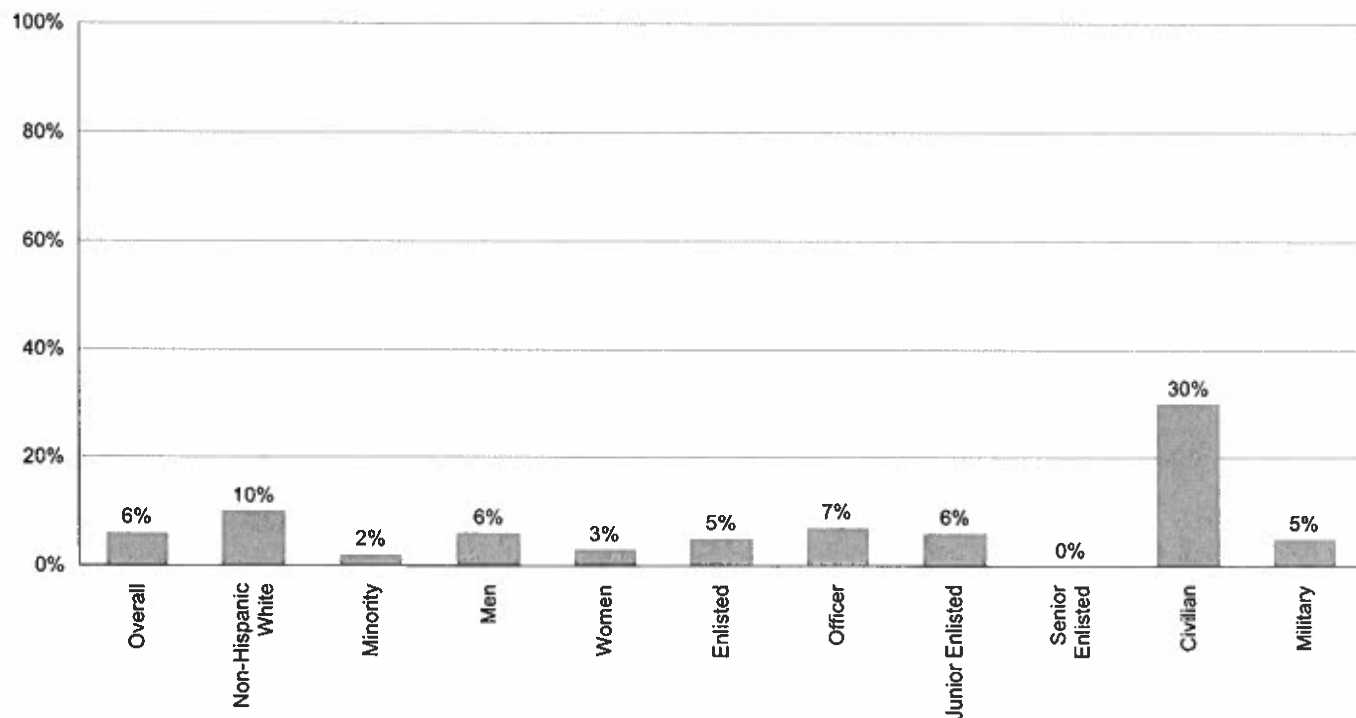
	Passive Leadership	Neutral	Non-Passive Leadership

Overall Unit/Organization: 6% | 17% | 77%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

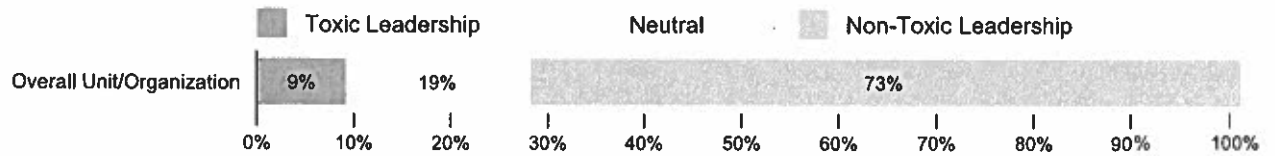## Passive Leadership -- Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a passive leader.

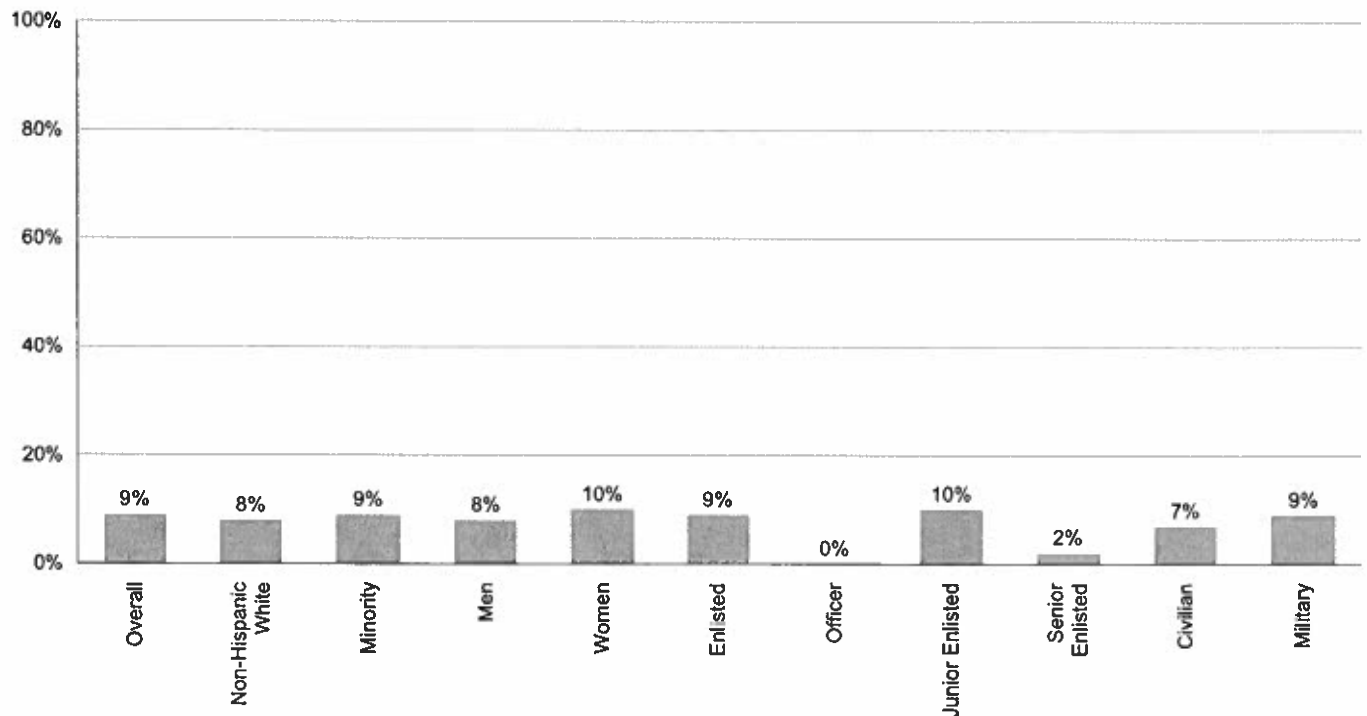| Category	Percentage
Overall	6%
Non-Hispanic White	10%
Minority	2%
Men	6%
Women	3%
Enlisted	5%
Officer	7%
Junior Enlisted	6%
Senior Enlisted	0%
Civilian	30%
Military	5%

Toxic Leadership - Ratings for All Immediate Supervisors

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.

	Toxic Leadership	Neutral	Non-Toxic Leadership
Overall Unit/Organization	9%	19%	73%

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

Toxic Leadership – Ratings for All Immediate Supervisors by Demographic Category
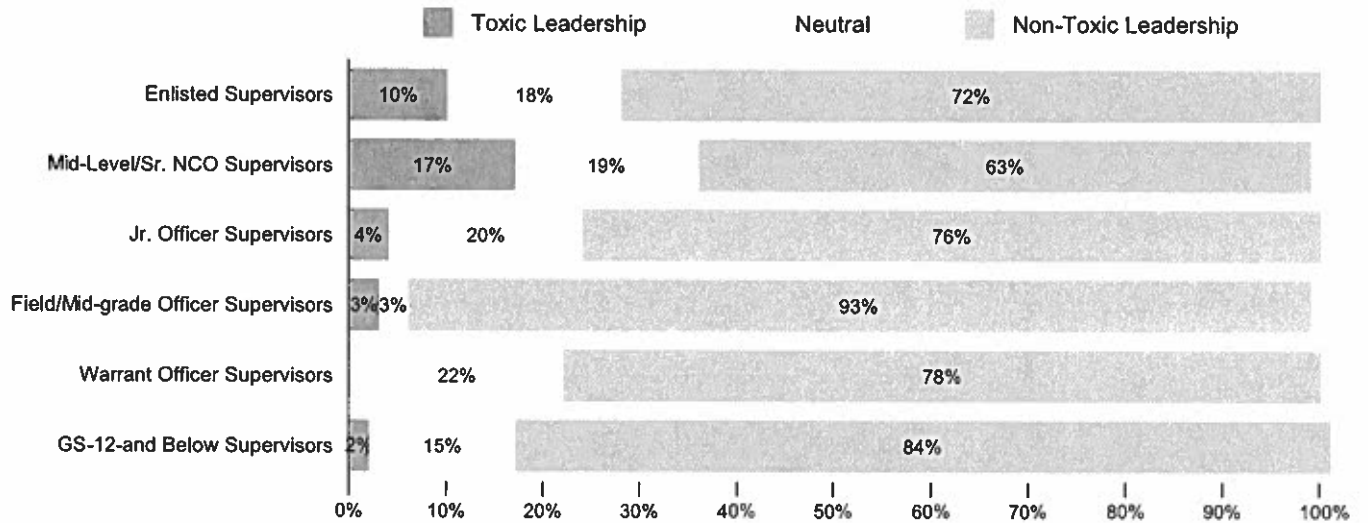
This graph displays the percentage of responses that indicated the immediate supervisor is a toxic leader.

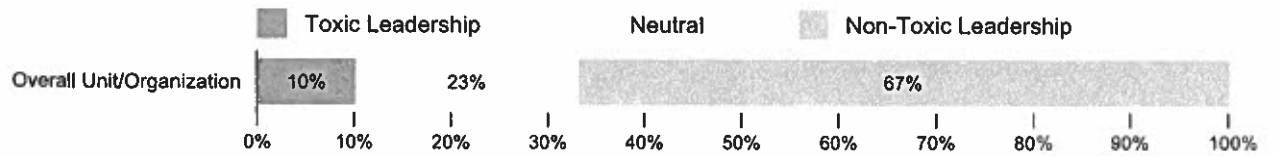| Category	Percentage
Overall	9%
Non-Hispanic White	8%
Minority	9%
Men	8%
Women	10%
Enlisted	9%
Officer	0%
Junior Enlisted	10%
Senior Enlisted	2%
Civilian	7%
Military	9%

Toxic Leadership - Ratings by Paygrade of Immediate Supervisors

This graph displays toxic and non-toxic leadership ratings by paygrade of immediate supervisor for the overall unit/organization.

Legend: Toxic Leadership · Neutral · Non-Toxic Leadership

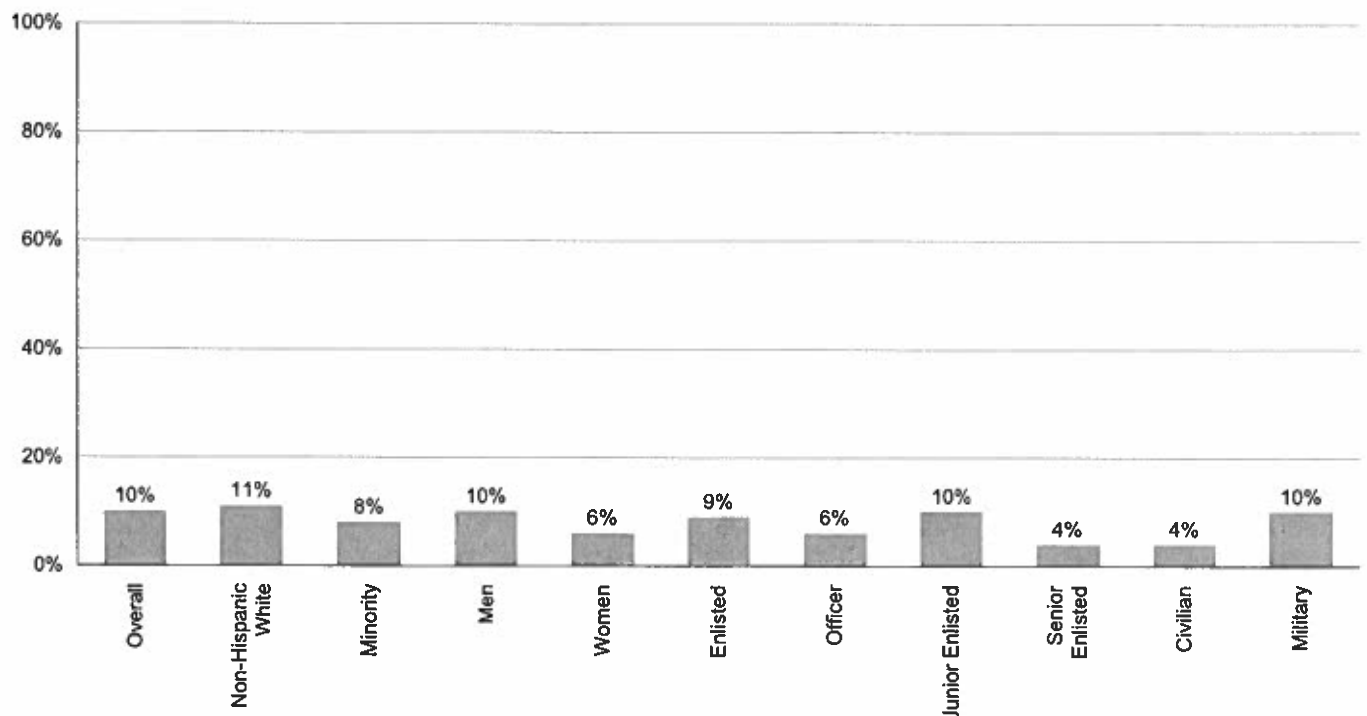| Paygrade	Toxic Leadership	Neutral	Non-Toxic Leadership
Enlisted Supervisors	10%	18%	72%
Mid-Level/Sr. NCO Supervisors	17%	19%	63%
Jr. Officer Supervisors	4%	20%	76%
Field/Mid-grade Officer Supervisors	3%	3%	93%
Warrant Officer Supervisors		22%	78%
GS-12-and Below Supervisors	2%	15%	84%

Toxic Leadership - Ratings for Senior NCO

Toxic leadership behaviors include disregard for subordinate input, defiance of logic or predictability, and self-promoting tendencies. Organizations with toxic leaders are linked to lower organizational commitment, lower retention, and less respectful behaviors between members.

	Toxic Leadership	Neutral	Non-Toxic Leadership

Overall Unit/Organization: 10% | 23% | 67%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Toxic Leadership – Ratings for Senior NCO by Demographic Category

This graph displays the percentage of responses that indicated the Senior NCO is a toxic leader.

| Overall	Non-Hispanic White	Minority	Men	Women	Enlisted	Officer	Junior Enlisted	Senior Enlisted	Civilian	Military
10%	11%	8%	10%	6%	9%	6%	10%	4%	4%	10%

Racially Harassing Behaviors

These behaviors describe unwelcome or offensive experiences of organization members based on their race or ethnicity. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of racially harassing behaviors in organizations is linked to higher rates of legally-defined racial/ethnic harassment (in which the behaviors are sufficiently persistent and severe), as well as lower levels of readiness and retention.
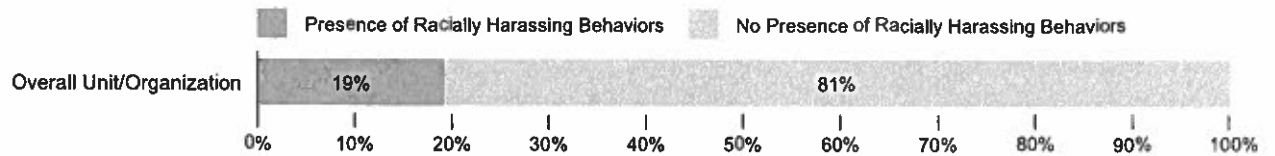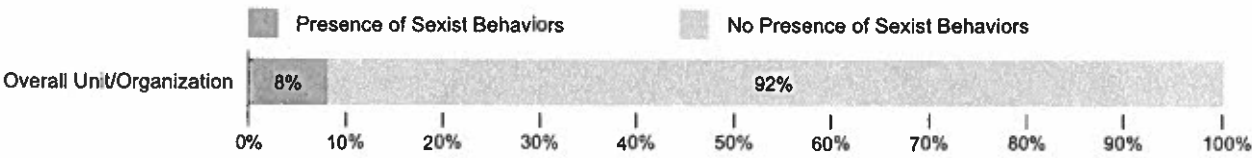

Presence of Racially Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of racially harassing behaviors in their organization.
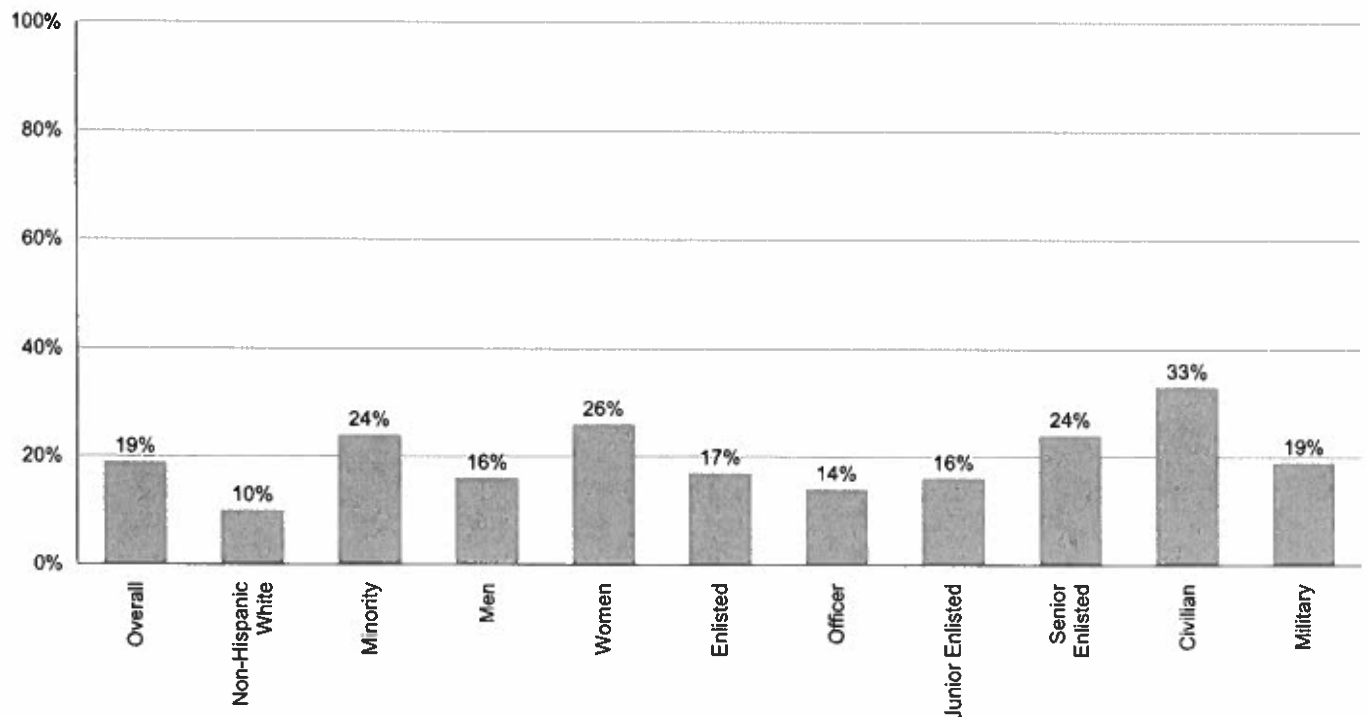
Sexist Behaviors

These behaviors describe situations where someone is mistreated or excluded based on their sex or gender. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexist behaviors in organizations is linked to higher rates of legally-defined gender discrimination (in which the experiences harmed or limited their career) and sexual assault, as well as lower levels of readiness.
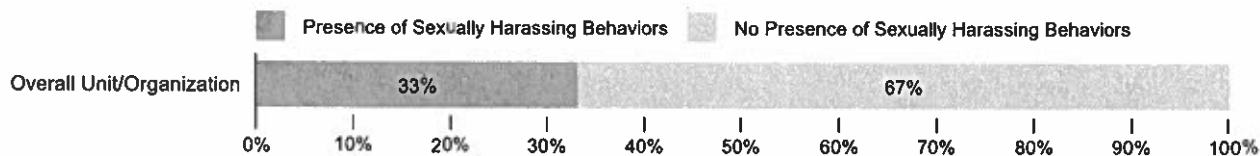

Presence of Sexist Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexist behaviors in their organization.
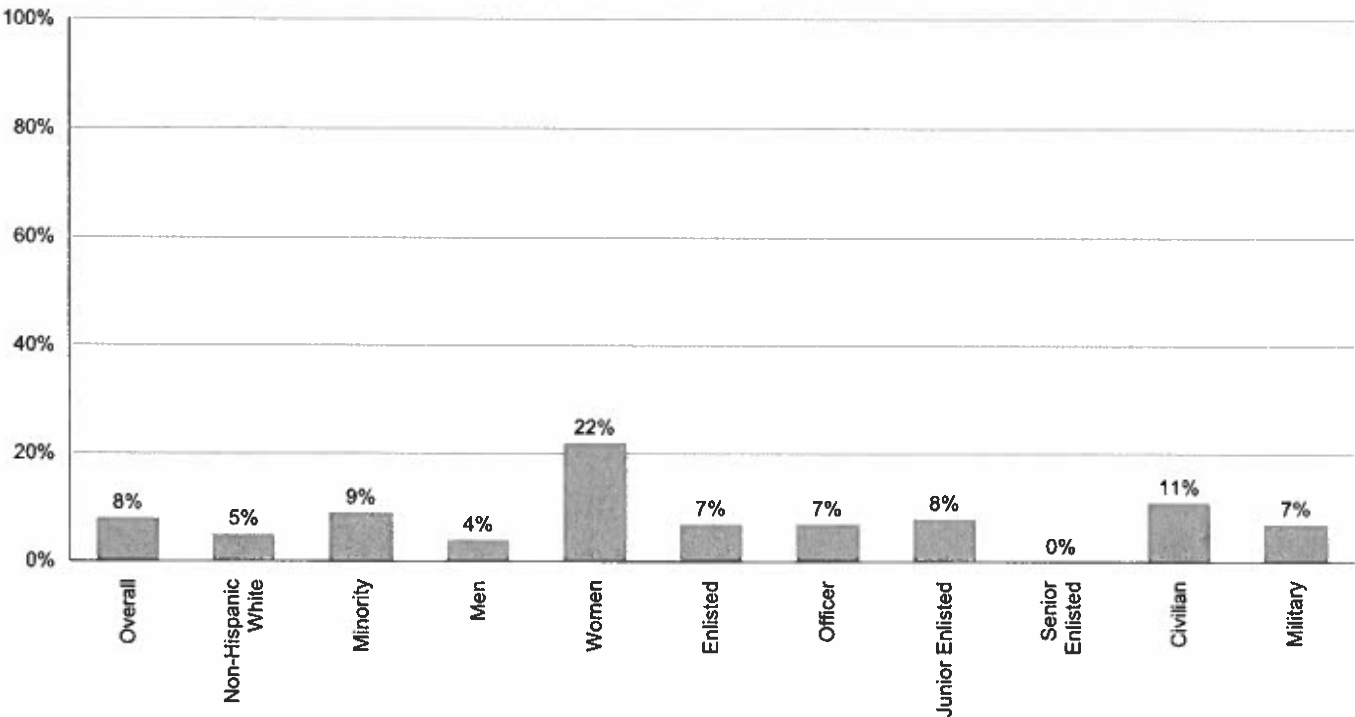
Sexually Harassing Behaviors

Sexually harassing behaviors assesses the presence of unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature. The presence of these behaviors is the percentage of respondents who reported experiencing at least one behavior rarely, sometimes, or often. See the Item Summary section for a detailed view of the questions and the reported frequency of each behavior. The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of legally-defined sexual harassment (in which the behaviors are sufficiently persistent and severe), gender discrimination, sexual assault, suicide, and lower levels of readiness.

Presence of Sexually Harassing Behaviors by Demographic Category

This graph displays the percentage who reported the presence of sexually harassing behaviors in their organization.

Date Printed 2021-05-20
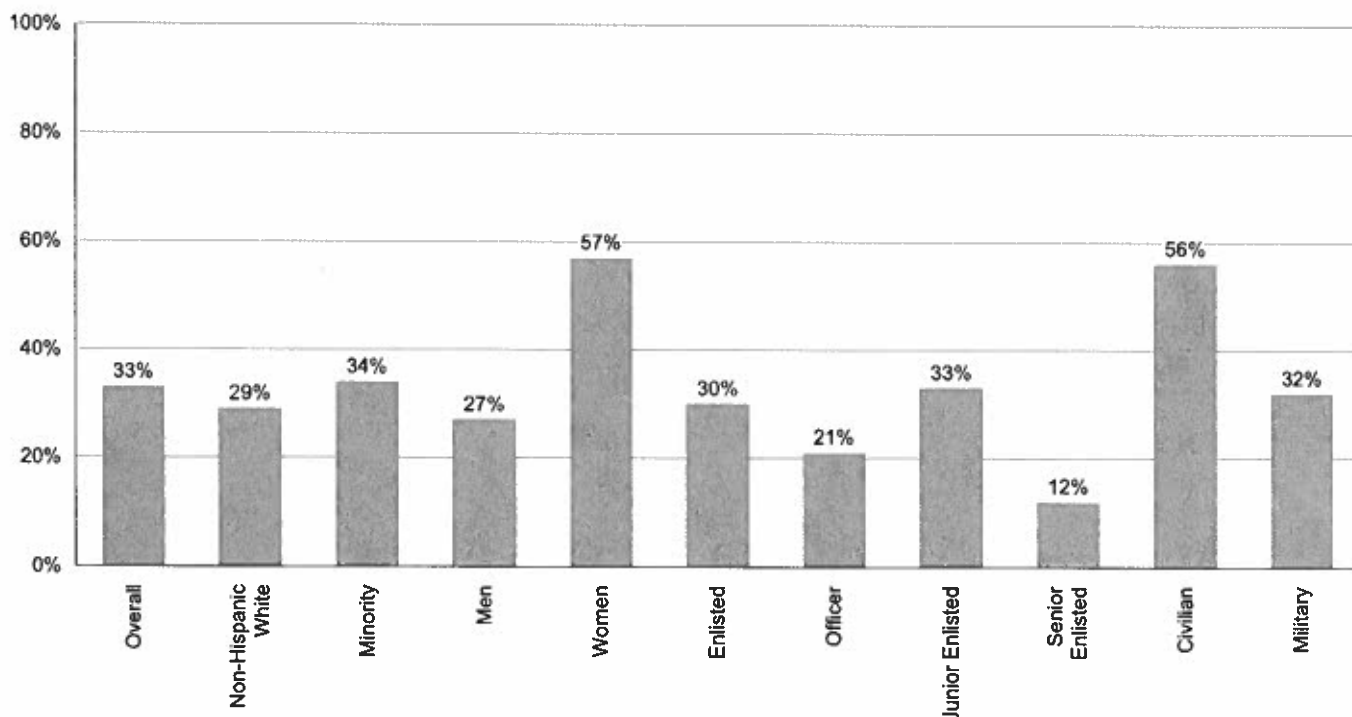
Workplace Hostility

Workplace hostility measures the presence of aggressive behaviors directed at another individual while at work. This aggression includes: physical intimidation, verbal intimidation, spreading rumors or negative comments about a person to undermine their status, and persistent criticism of work or effort. The graph showing presence or no presence of workplace hostility has been removed while the DEOCS team evaluates the most appropriate method to report results for this factor. Instead, the table below displays the unit's or organization's overall results for each of the questions that are included in this factor. To view question-level results by subgroup (if applicable), please see each subgroup's Survey Results report.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit or organization intentionally interfere with your work performance?	42% (79)	42% (78)	11% (21)	4% (8)	100% (186)
How often does someone from your unit or organization take credit for work or ideas that were yours?	53% (98)	22% (40)	18% (34)	8% (14)	100% (186)
How often does someone from your unit or organization gossip or talk about you?	44% (81)	27% (51)	22% (40)	8% (14)	100% (186)
How often does someone from your unit or organization use insults, sarcasm, or gestures to humiliate you?	67% (124)	18% (33)	12% (23)	3% (6)	100% (186)
How often does someone from your unit or organization not provide you with information and assistance when needed?	48% (89)	23% (43)	15% (28)	14% (25)	100% (185)
How often does someone from your unit or organization yell when they are angry?	34% (64)	41% (76)	15% (27)	10% (19)	100% (186)

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Comments

If you have any additional comments or concerns that you would like to provide about your immediate supervisor, you may share them here.

He's good at his job.

hes aight, no complaints

hmm im good

I answered Neither Agree or Disagree to the question about my immediate supervisor putting the needs of subordinates' families above their own needs because I don't know the answer to that question.

I feel that Leave should be approved 30 days prior to departure due to most marines waiting until last minute to make reservations with the unknown of it being approved or denied. This caused stress, anger, and more exepensive reservations/ plane tickets

I find that there is allot of leadership characteristics and habits that I can learn from my supervisors.

I have full trust and confidence in my leaders.

I have the best immediate supervisor in the United States Marine Corps and his EAS would hinder the personal and professional development of any Marine who could have come in-front of his path.

My immediate civilian supervisor does everything he needs to help with current issues. It is those around him where the disconnect begins.

My immediate supervisor cares about the subordinates as much as the mission. The saying "Mission First, Family Always" is truly seen. If there is ever time needed to accomplish a personal mission this supervisor ensures we have a way forward to accomplish both personal and professional obligations, even if it places more burdens on themselves. The loyalty to the supervisor is extremely high and most if not all would accomplish anything we are tasked with often times before even being asked to. There are no concerns.

My immediate supervisor in all is great leader the Corps will need more leaders and leader developers like them I've enjoyed the sharing of wisdom and ability to teach while meekly critic at the same time

My immediate Supervisor is a very professional, highly competent, and dependable Marine who I have personally enjoyed working for and with. Can't ask for a better leader, listener, and advisor.

My immediate supervisor is great

My immediate supervisor is new to me. He has only been in the position for a couple of months.

My immediate supervisor is one of the best that I have had throughout my time in the Marine Corps.

My supervisor is fantastic! I've rarely had a leader that listens so intently or genuinely cares about what is going on in my life/career.

N/A

N/A

NO COMMENT

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If you have any additional comments or concerns that you would like to provide about your immediate supervisor, you may share them here.

NO NEGATIVE COMMENTS

Outstanding. Knowledgeable. Easy to work with.

Quotas for SEPME is not distributed throughout MCI-W evenly and/or MCI-W does not receive quotas from HQMC. Ultimately, what ever quotas are not utilized throughout the USMC they are then obtained by MCI-W. This is the wrong way to do business as it has the possibility of causing an E8 to be passed over due to lack of SEPME quotas. Additionally, sergeant meritorious quotas should be directly distributed to subordinate commands vice being held up at MCI-W. This will ensure no biasness is occurring.

The immediate supervisor of my department has displayed professionalism and overall fairness towards all direct personnel.

These questions are so ambiguous that any answer could be supported or rebutted.

It is important for us to understand your experience with behaviors that may negatively impact you. If you choose, you may use the space below to add anything else you want to say regarding experiences either within or outside of your unit or organization.

being pulled away from family on your off time because of stupid BS that can not wait until the next day is unacceptable. also being pulled off of leave and brought into the office is unacceptable as well.

Experiences I've had pertaining to H&HS and outside of the unit have both been positive and professional.

hmmm

I have a great supervisor. She never has an issue giving us what we need to successfully do our job. She keeps us updated on anything we need updated on and is always here. She is just a phone call away if you need anything. Never hard to get ahold of.

I have never had any negative experience regarding race, color, creed, orientation, or any anything like that. I believe that I have exceptional and devoted leaders.

I have not experienced any negative behaviors in the workplace since I have entered the unit.

I think we currently expend too much effort, as an entire DOD, training about things that are rare, like extremism. Does it happen, yes. Are there racists, bigots, [insert terrible quality here] in the Marine Corps? Yes. We should call people out that are doing terrible things, but I think it is far more rare or imagined than we act like it is. Example: I know many female Marines that "feel excluded" or "undervalued", but when they describe their experiences it honestly just sounds like they're reading something that isn't there or over emphasizing slights.

I'VE NEVER HAD A NEGATIVE EXPERIENCE IN THIS UNIT DUE TO RACE, GENDER, OR RELIGION.

im happy

In respect to other units I have been with I can honestly say there have been no unwanted behaviors that negatively impacted me. I feel this is due to most the sections keeping mostly to themselves.

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It is important for us to understand your experience with behaviors that may negatively impact you. If you choose, you may use the space below to add anything else you want to say regarding experiences either within or outside of your unit or organization.

Doing that made it to where each section is familiar with its members and if by chance an action happened it would be received simply as a joke or a misunderstanding that each party would address amongst themselves due to the sections familiarity with its own members. I do not feel anyone in this command would intentionally say or do anything with an intent to embarrass, hurt, shame, or undermine someone. I do feel this is well managed not because the sections are robots sitting around in a state of dull complete silence trying to complete the mission, but rather the units members are aware of each other and know how to work/converse around each other. I would feel safe saying if there ever was an issue it most likely happened from an unfamiliar source.

Marines say horrible things when no one is around

N/A

N/A

N/A

NA

NO COMMENT. NO NEGATIVE ISSUES TO DISCUSS.

Overall, seeing a Marine trying to sabotage/ burn another Marine just sucks. Like, we are suppose to lookout for each other, but certain personal issue apparently meant more.

Sexual harassment and discrimination are still present in this unit, but it has gotten a lot better in the past few years.

Some Marines I know, Specifically the female ones, don't feel comfortable enough to even walk alone at night around the barracks due to fear that a drunken male will harass or assault them. I don't think this harbors a feeling of safety or comfort for anyone male/female, I know the unit has gone to great lengths to try and prevent such things, but I don't know if they can be solved. I think this a problem through out the services and isn't isolated to just the Marine Corps but I can only speak on my experience.

The subject matter on this last series of questions is not something my department or the other department in my center EVER do. We have a diverse collection of personnel in our center & everyone is treated with respect.

There has been a lot of gossip within my shop over the many years I have been here, most of it being toxic. However, even when I hear it about me no one ever tells it to me directly to my face and I can only assume it is either because they are under the impression I'm hard headed or they're cowardly. Every time I hear about it, it is coming from my supervisors telling me what my peers are saying and never directly from them even when I question them. It is embarrassing from some of the things I hear from them that they are too afraid to say directly to me. Thankfully my supervisors see how I am trying to talk and develop among my peers and find common ground or solutions to the problem, but for a while I was being severely judged by the comments they were hearing from my peer group. They have since realized the reality of what is going on and have since then tried to help me develop.

This unit does an excellent job of creating an environment in which all personnel are taken care of

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It is important for us to understand your experience with behaviors that may negatively impact you. If you choose, you may use the space below to add anything else you want to say regarding experiences either within or outside of your unit or organization.

emotionally, physically, and psychologically.

trynna be left alone.

It is important for us to understand your experiences in your unit or organization. If you choose, you may use the space below to add anything else you want to say.

Answering the questions for "who you work with" I mean my section SNCO and below. Fuck everyone above that they're very biased let a Marine get away with a DUI and gave her 2 NAMs my old SNCO single handedly killed my motivation and any desire to better myself as a Marine by pushing the golden child of my old section for everything and leaving everyone else in the dust. I wasted 4 years of my life being apart of the most toxic command in the Marine Corps and have no deployments or field work under my belt. FUCK THIS COMMAND. No one here besides SNCOs and up who have actually done stuff in the Marine Corps, are real Marines we're all just civilians who claim to be "first fo fight" even though all we do is come in to work and get yelled at by Sergeants that have no control in their own house so they take it out on us

As I entered the unit everyone was very welcoming and understanding. While I would inherently make mistakes when adjusting to this very different life style than what I was used to, everyone was willing to help and share how life was at H&HS and how I fit in. On my first couple of days at H&HS I was invited to go out with several people and it was awesome to that Marines at H&HS were so willing to include a Marine so new to the unit.

Balancing my personal life and work is very difficult for me, it is manageable but life can be strenuous. There are days at work when it is easy but those days are minute compared to the past few months. While most of us are tired and many of the Marines I work with will be getting out within the year and are even more tired and have "low moral" I think the new generation of Marines that we are receiving can pick up on who the good leaders are and who are not. From this information they know who to follow and grow and who to not foster with. Even if my life sucks and I am constantly tired, I am happy to do it for the Marines I lead.

Barracks are terrible living conditions

being pulled off of our rest time after working our 2 days on and having to come in on our 2 days off for stupid BS is unacceptable. then all of a sudden PMO wrecks a vehicle because of lack of sleep. training Tuesdays for PMO is a waste of time and should never be done especially in a time with super low morale, you are just asking for more issues to happen. this needs to stop immediately!

considering the ac in the brks doesn't work for a large amount of the rooms we should be able to use our own.

Doesn't matter what unit you come from, a NCO is a NCO, people tend to forget that

DURING MY TIME AT HEADQUARTERS AND HEADQUARTERS SQUADRON I HAVE HAD AN OVERALL GOOD EXPERIENCE WITH THE LEADERSHIP. IT HAS BEEN DIFFICULT BALANCING WORK WITH FAMILY. ESPECIALLY FOR THINGS LIKE WORKING HOURS AND DUTY. THAT IS AN ISSUE THAT CAN'T REALLY BE FIXED IN ANY WAY BUT THAT HAS BEEN SOMETHING THAT HAS GIVEN SOME DIFFICULTY TO MYSELF AND I'M SURE OTHERS.

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hmmmmm idc

I am not comfortable putting my information in here. The particular crew I work with is great! We work well together. If we have a problem we take care of it right away. However, we have a group of people who I am so thankful I do not work with that is constantly causing problems. I worked overtime with them and it was a miserable experience. They was talking how they hate Jesus lovers and they all know I am a Christian. Some other conversations they would have was very negative and just put people down. It was a bad enough experience I do not want to pick up any extra shift with them. One of our new hires transferred from their side to our side and she stated I did not realize how bad it was till I moved over here. She stated that the tension in the air is so thick and they are all so negative all the time it is draining.

I believe H&HS provides a solid base for each Marine to prove themselves accordingly. I hope that post COVID that we can continue on the path towards bettering ourselves and our unit as a whole.

I believe that rank still matters here. I respect rank and understand the control that it comes with, however, with rank should come the ability to listen and trust those that work for you. I have noticed that across this installation, people use GS rating and rank to their advantage for many things. An example would be acknowledging a lower GS or rank, they wont. We show respect for rank, they have earned it, but a GS 11, 12, 13, etc. have not earned the right to be rude and not treat people like they lower than them.

I believe that the leadership in the IPAC needs more training on how to be professional and not allow personal relationships be brought into the work space. I have seen many NCO's act unprofessionally with Jr. Marines on a daily basis. They need to learn how to be adults, be mature and gain some life experiences to act accordingly at work.

I don't believe my unit treats female Marines with fairness and respect. I believe male Marines in the unit of all ranks look down on female Marines and downplay the issues that are brought up or say that females are too sensitive.

Our barracks are in horrible condition. There is mold, standing water, and no air flow. The roof caves in, in certain rooms. The door locks still don't work even though all of the Staff NCOs say they talked to INL to get them fixed. The barracks are so old and disgusting even after you try your best to clean them. Since I got here, they have built a new exchange and are almost complete building a new chow hall. It is clear that no one cares how we live.

That is why morale is low.

I don't have a problem with this unit. Its not perfect but I have heard and seen units 1000x worse than this one. Compared to those units, this unit is like a paradise.

I feel like we spend too much time doing random PT events (Guardian Cup/Backbone etc) although I do understand the difficulty of unit cohesion with how spread out we are we have the capability to unite over more than just random PT events. Additionally, why do we need a "token" female every single time? Most sections only have one or a few females. It seems like this would allow for the females to compete nearly every time unlike the males. Also, we have a communication problem throughout the staff and a weird dynamic between "Station" and "H&HS" - us vs them frequently.

I feel listened to in my current position. On several occasions I have made suggestions or

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recommendations to someone who outranks me and it impacted their decision.

I have been a part of this unit for quite some time and have found great value in this command. The leaders have been true professionals and really care about the Marines within the squadron.

I have never seen or experienced any sort of unlawful discrimination. However, the emphasis on inclusion for the sake of inclusion has empowered lower ranking members to undermine good order and discipline by lobbing accusations at the slightest hint of inconvenience.

I LIKE WORKING IN A DICIPLINARY ENVIRONMENT. RESPECT AND DIGNITY IS SO IMPORTANT TO UNIT SUCCESS. JUST A SIMPLE "GOOD MORNING OR GOOD JOB CAN GO A LONG WAY." I AM A RETIRED MARINE MASTER SERGEANT. MARINES MUST ALWAYS SET THE STANDARD OF BEING THE BEST THEY CAN BE IN ALL THEY DO.

I look forward to taking my program and building it up to something I can be very proud of.

I personally have had a great experience here my more senior NCOs are constantly giving me advice and how to build up as a Cpl and also as a human being. they are firm yet fair. and are understanding and meek and assertive when they need to be.

I think my Staff NCO's and Officers do a great job at showing they care about us, In my 3 years here i haven't had someone act irrationally or without a clear motive.

I work in the Emergency Services Dispatch Center as one of the 911 Dispatchers & our department functions as a well-oiled machine. This begins with the Dispatch Supervisor & continues throughout our 4 full-time crews, enabling us to deliver the utmost of service to all of our 911 callers, Fire Service members & Police Officers. I am delighted & honored to be a part of this team. I fully intend to make this my lifetime career.

I'm leaving so, I'm happy

Issues with the barracks should be resolved sooner such as poorly working AC and barely functioning dryers.

It has been a pleasure being part of Headquarters & Headquarters Squadron's mission. By far the most rewarding tour of duty thus far. The leaders allow subordinates to submit fresh ideas to be implemented in order to enhancement mission accomplishment. No "micro-managing" by higher leadership produces an excellent, worry-free environment for learning, sharing, and caring as a team. Leaders here promote individual proactiveness, protecting each other from various temptations that may otherwise jeopardize mission, each other,an task at hand. Much credit goes to higher staff for establishing and maintaining a conducive environment for all to grow both professionally and personally.

It is sad to see the morale of Marines at this unit. SNCOs and Officers are failing as leaders and overlooking the Marines well being, work load, and housing. The barracks way of life is unsat, instead of fixing issues they are destroying barracks 1020, 1040, 1060. Those barracks are nicer than what the Marines live in currently. They spend the money on a new flag pole or parking lot by the PX. Shift workers are expected to work 12 hour shifts that turn in 14-16 hour days then get called in on their off day constantly. "Not Mandatory but Mandatory" family days or fun days on weekends. There is very little progression opportunities for the Marines because of manpower issues. Junior Marines all see the toxic leadership and decide to get out. Look at the retention rate. If you want to fix issues, talk to the

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young Marines don't let the leadership who have their admin hours and live in a housing area better than the barracks make decisions that they believe will boost morale.

its aight. barracks could be better.

Leadership has become less engaged since change-of-command and can show more concern and investment in individual Marines.

Morale would be a lot higher if the barracks were actually a sustainable living environment.

Most of my answers about people I work with are a reflection of my shop and not H&HS as a whole. H&HS is a good unit to be in for the most part. My shop, PMO, is not.

My command is very supportive in terms of my problems. Regardless of being held accountable for my actions the command made it known that they truly care about me and have shown it many times and have given many opportunities. I appreciate the support given greatly.

N/A

N/A

N/A.

Outstanding leadership and team.

Please fix the washers and dryers, I spend hours doing my laundry!

Proud to be a part of the unit and the work that we do to support the Fleet

Second duty station so I have an idea of how other commands work around the Marine Corps. My direct leadership have 0 backbone for the subordinates. The command feels like it works on it own program compared to the rest of the Marine Corps. It shows the standard through out the Marine Corps is obsolete. The unit doesn't look into the morality of its Marines, it has that suck it up mentality that does not work during a "peace time Marine Corps." It is difficult for the senior leadership to understand the because when the server as a lower enlisted it was during war time. Yes Marines need to always be prepared for any type of conflict. And Marines always needs to adapt. But it's painfully obvious that senior leaderships refuses to adapt into not only the direction the Marine Corps is going but the direction of the rest of the world as well. The lack of respect towards the junior Marines by the higher leadership is outstanding. Considering the lower enlisted have their boots on the groun

The barracks a/c is set to high and most rooms are hot.

The barracks being of poor quality is what is causing the biggest drop in unit morale. With the inconsistency of hot water being one of the biggest complaints, not having working lights in rooms, poor air conditioning, and minimal storage space are among other things that cause the lower morale.

The barracks need a huge improvement. The barracks are a huge part of morale for Sgt's and below that reside there. They are the homes for many Marines and that should not be forgotten. Mold and no drinking water should be addressed along with discrepancies that take forever to fix.

The closer higher ups get to retirement the more their packs drop and without higher ups conducting

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walk throughs to hold anyone accountable the more this issue will rise. Not only with higher ranks but Junior Marines, making it harder to hold anyone accountable. Last time the CO or Sgt Maj did a walk through was with ▮ when he was conducting his change over. COVID is no excuse.

The department I am working in is very compartmentalized and it has large impact on overall morale and getting common sense ideas to those higher for review. There can be a lot of improvements and it starts with leadership wanting to be involved with each sub department and holding collective meetings to manage the current readiness of the department as a whole.

The individual section I work with is professionally close, but organizationally, the feeling of belonging is hit or miss. COVID has definitely impacted the climate, and how we interact as an organization.

The interior of the barracks rooms need updating. For instance the bathrooms, in particular the shower area. The fridge/microwave combo unit we get is a little small to be sharing with another person.

the morale is low amongst the Marines. they are over worked and under appreciated. they come to work dreading it, do what they need just to get through the day. the Marines should enjoy their workplace and their superiors play a big role in this.

The section I work in is rather diverse and working within it everyone is respectful and courteous to each other. Outside my section I personally feel its similar in most sections, but I am certain there is someone who wouldn't feel as I do. The unit as a whole is very open to helping each other from the smallest section to the largest one. As for the indivdual member to the unit I feel there are times we would feel isolated and excluded due to most sections staying to them selves unless venturing out, but that in itself is no issue because each section is very willing to support each other if a situation arises. The unit although a little different from a deployable unit is very aware of its members. Time in this unit has been a good experience so far mostly due to the high level of trust the unit offers to its members.

The unit is good, but there are some Leaders that get so caught in their computers and their offices that they never leave them. The Marine Corps is all around us not just sitting in front of our computer screens. PT is continuous, and should be done with your Marines.

There is a concerning dynamic between some civilian employees and SNCOs & Officers. Sometimes it appears like the civilians are influencing decisions they should not have a say in(according to billet description), or that SNCOs and Officers are being completely ignored or shut down by CIVs with higher billets. Its not every relationship, its not specific to any particular shop, but it's been a recurring theme in my own experience, as well as the experiences of my peers in other sections/shops.

theres nothing to say, nothing ever changes

To many times Marines have been called in on their off time to do something that could easily be solved by themselves and with out a terrible attitude would help as well. Not enough awards are presented to Marines in shops because the leadership doesn't want to do the work behind it.

we know about lots of child abuse happening at the CDC on base but those of us with kids there aren't informed by the CDC or leadership. It sounds like its being kept quiet on purpose. It seems that protecting the CDC matters more than child safety and family concerns. Is there any accountability? Trust? Parents should be made aware of what has happened and might still be happening. This is a worry and distraction for those of us who use the CDC for child care.

Workplace does not feel like a cohesive environment. Marines do not have a sense of belonging.

Registration: ▮▮▮▮ 03.23.2021
Unit: HEADQUARTERS AND HEADQUARTERS
                       SQUADRON
Commander:
Survey Administrator: ▮▮▮▮▮▮▮▮▮
Survey Dates: 2021-03-30 - 2021-04-27
Group Name: All

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It is important for us to understand your experiences in your unit or organization. If you choose, you may use the space below to add anything else you want to say.

Subordinates development is not a priority to some leaders.

To improve leadership in your unit or organization, it is important for us to know how your leadership interacts with you and impacts your life. If you have any comments or concerns that you would like to provide about any person in a leadership role that you may interact with either in or outside of your chain of command, please share them here.

1

As special staff, the leadership I have at H&HS is not my supervisor. In regards to H&HS leadership, any time I've needed help or advice the officers and senior enlisted leaders were incredibly helpful. They seek to inspire and motivate their Marines, and also to recognize and reward them when possible.

COVID has effected the way senior leaders are able to communicate/influence/interact with subordinates, and typically mass distro emails are used to pass word and guidance. Though to be fair, senior Marine Corps leaders seem to have adopted mass emails as the "go to" for directives and correspondence before COVID was a "thing". There are so many emails in everyone's inbox that it is hard to decipher which one is the actual important one.

Excellent Team! CO, SgtMaj, and XO. Great job!!!

hmm

I answered with Neither Agree or Disagree when I didn't know the answer to the question.

I don't know my commanding officer he just appeared one day. No joke intended with that statement

I have full trust and confidence in my senior leaders.

I have only interacted with the SgtMaj only on one occasion and my CO on only one occasion. I have no formal opinion on them.

I love my work section. My immediate peers, subordinates, and superiors are amazing, but morale is lower than it has ever been. This is because of the senior leadership at H&HS. It feels like the senior leaders do not care about the Marines themselves, but rather do things to make themselves look good. You see this in small ways. No longer receiving a special liberty day for your birthday. Implementing a policy where leave is not approved until 5 days before it is supposed to start. During COVID that left Marines and their family with an even greater feeling of uncertainty. Lastly, while H&HS has watched many 3rd MAW units receive multiple 72s for their hard work during these difficult times, H&HS has not received even a single one. This leaves Marines with the impression that senior leadership does not care about them, but rather how H&HS looks to the outside.

Leadership impacts your life based on how you interoperate it and I can see allot of good habits to pull and include in how I develop as a leader.

leadership is good

My unit supervisor is working for himself and that is all i know about him. He does not listen, he talks over you. Even if he gives you the opportunity to speak, he is still not listening.

To improve leadership in your unit or organization, it is important for us to know how your leadership interacts with you and impacts your life. If you have any comments or concerns that you would like to provide about any person in a leadership role that you may interact with either in or outside of your chain of command, please share them here.

N/A

N/A

NO COMMENT

NO COMMENTS

None

Our senior enlisted personnel are cream of crop. Communicates well via email, landline, cell, and ensure all pertinent personnel are in the "know how".

The direct Senior leaders within my H&HS unit display tremendous leadership attributes and are always willing to provide assistance and support to all junior personnel throughout the entire unit, on a continuous basis.

The senior leadership is involved with the unit. SgtMaj is aware of the units personnel and the CO although new makes rounds to the departments to gain that level of familiarity. UI personally enjoy the CO trying to be out in the work spaces rather than in the office all day solely completing the million and one executive functions he has each day; I'm sure that makes his days longer but the effort to know his Marines is noticed. The command from my point of view was originally to lax, but as I observed how the senior leaders listened to the Officers and Staff under them it was made more evident it wasn't a lax attitude but more a situationally based demeanor being displayed. What worked for the masses as I am used to was simply not the case here. I'm proud to be under their direction because I have learned from them new tools for my box. The unit is a fair and unbiased command, but yes I hear those who say but Marine 1 didn't get the same as Marine 2.

The SNCO within the unit often fails to communicate what their intentions are and simply rogers up to everything without discussing good approaches first.

There should be anonymous boxes with cards that marines can write questions/comments/concerns to the commanding officer and he should read them once a week.

They are good people.

We want to know what is important to you. If you choose, you may use the space below to add any other comments or concerns you may have regarding any topic covered or not covered in this survey. Feel free to add anything else you want to say.

All of my answers that I responded to in a negative way (i.e. stress) are due to personal issues with my family and nothing to do with stress from work. It's part of raising a family and hitting road bumps along the way.

hmm

I'm looking forward to my retirement from world's 911 force in readiness! It has been absolute pleasure being part of this great organization and the people that make my life purposeful. I am elated to close

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Registration:	██ 03.23.2021
Unit:	HEADQUARTERS AND HEADQUARTERS SQUADRON
Commander:	████████
Survey Administrator:	
Survey Dates:	2021-03-30 - 2021-04-27
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this chapter and open another. Semper Fi

im good , chow hall could be better though.

It is important to me that the Marine Corps realize that our primary goal is mission accomplishment. We locate, close with, and destroy the enemy by fire and maneuver, and repel the enemy's assault by fire and close combat. All other considerations are secondary; anything that conflicts with this should be eliminated.

Looking ahead in this survey, I notice I have to pick a race. Stop perpetuating racial profiling and marginalizing Marines based off something they can't control like their genetic background (AKA: Race). If you need to make a demographic for reporting purposes, male/female or nationality works. Stop making Marines identify by their race. We are humans first, Marines second.

Looking out for the best interest of the Marines. This unit does a great job at this. Lots of opportunities provided for career, volunteer, morale, and family.

moral is decent

N/A

N/A

N/A.

No comment.

NO COMMENT.

NO NEGATIVE COMMENTS

The barracks condition is sub-par at best and nothing ever gets fixed, something needs to be done, living conditions are unsatisfactory.

The barracks have hot water only about half the time and the ac during the summer is kept at a temperature to which keeps me up at night sweating under a light blanket. Then not being allowed to solve this problem with a personal ac unit only adds to the distress. Also I wish the barracks had covered parking to keep our vehicles out of the sun all day every day and cooler during the summer months.

There is a lot of noise being made about recent events like the attack on capitol, riots in the streets, COVID-19, and chaos throughout the Nation. With all of this going on knee jerk training to the masses on something 99% of the total force would never entertain was a bit much to consume. As members of the Armed Forces we are very well aware of our obligations/oaths of office and any member who doesn't agree with that is lying or simply the 1% in my opinion. The video from the CMC/SGTMAJ and SECDEF sufficed to remind the masses. We should continue to simply build on our Values/Principles, not because we fear something coming from a 1%, but because it's what we do. I mention this comment because the thing I enjoyed the most in this command is how all members are treated fairly based on their individual merits and not by the merits of others.

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This command sucks I spent 3 years here drinking myself to sleep everynight because I knew there was no point of even trying in life I felt truly trapped in this contract because I can't leave without my benefits (GI Bill). I was promised a life of travel adventure but instead I spent it killing an 18 pack of Budweiser because I knew I wasn't going to advance at all in my career because my command doesn't like me. Thank you H&HS for making me an overweight depressed drunk

This is legitimately one of the best places I've worked.

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Commander Selected Short Answer Questions